



Council Meeting Agenda

Meeting to be held at

Port of Sale Business Centre

Foster Street, Sale

Tuesday 17 October 2017, commencing at 6pm

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www.wellington.vic.gov.au**

ORDINARY MEETING OF COUNCIL – 17 OCTOBER 2017

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Council Meeting Information

Members of the Public Gallery should note that the Council records and publishes Council meetings via Webcast 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:

17 OCTOBER 2017

OBJECTIVE

To adopt the minutes of the Ordinary Council Meeting of 3 October 2017.

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

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 3 October 2017.

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

ITEM A7(1)**NOTICE OF MOTION – SALE TOWN BUS SERVICE REVIEW**

OFFICER: COUNCILLOR CROSSLEY

DATE: 17 OCTOBER 2017

I, Councillor Carolyn Crossley hereby give notice of my intention to move the following motion at the Ordinary Meeting of Council of 17 October 2017.

That the Mayor write to the Minister for Public Transport, The Hon Jacinta Allan MP, requesting an urgent review of the Sale Town Bus Service to meet changing needs with respect to bus routes and bus stops in light of recent and upcoming changes in locations of key public infrastructure, services and urban expansions to the north and north west of Sale.

That the Mayor highlights in the letter to the Minister that the Sale area is well overdue for a public transport review due to:

- ***imminent completion of the Port of Sale Redevelopment Project which relocates Sale's public library to the Wellington Centre.***
- ***Victorian government investment of \$4.75 million in to the new Port of Sale Cultural Hub (Wellington Centre) incorporates new library, art gallery, visitor centre, Council chamber and community meeting spaces due to open on 6 January 2018***
- ***changes in the location of key public infrastructure facilities including schools and aged care facilities***
- ***changing demographics, particularly with respect to ageing of the population and associated mobility and access issues, and***
- ***Sale's increasing role as a regional centre***
- ***significant urban expansion to north and north west of Sale***

all of which have taken place since the last bus route review in Sale which occurred nine years ago in 2008.

Background

The last expansion of Sale's town bus services occurred in 2008 with the introduction of four town bus routes servicing North and South Sale, Wurruk and the V/line Sale Station.

Additional public transport community consultations were undertaken in May 2012 followed by 2015 consultations for the Regional Network Development Plan, however, Wellington Shire Council was advised on both occasions that there was no available funding to implement any new or revised services.

Successive Wellington Shire Council mayors have written to the Minister for Public Transport on 27 June 2016 and 28 March 2017 seeking bus route reviews for Sale in light of changing locations of key public infrastructure, particularly the relocation of the Sale Library to the Port of Sale precinct.

Key issues:

- Provision of public transport services is the responsibility of the state government.
- The Sale library is currently serviced by both the North and South public bus routes with stops right outside the library on both sides of the road for buses travelling in both directions. Upon relocation to the new Wellington Centre at the Port of Sale at the end of 2017, the closest bus stops will be at the Sale Shopping Centre, which is on the other side of the Princes Hwy and over 600 metres away. Community consultation and lobbying of Council since the announcement of the Port of Sale redevelopment project in 2014, which included a significant state government investment of \$4.75 million, has focussed on provision of adequate public transport services to the new site. Council has built a compliant bus stop at the new Port of Sale site in anticipation of a route review resulting in buses stopping at the redeveloped precinct.
- There is a need to improve the span, route and possibly frequency of the four public bus routes in Sale to cover changing locations of key public infrastructure and services as well as to cover urban growth areas including that associated with the RAAF base expansion which is expected to bring 150 defence jobs and families to Sale and surrounding areas.
- A route review would also highlights the need to increase the number of low floor buses to cover all routes in Sale to provide better for an aging population and those with disabilities. Of the 23 Sale services currently in place on week days, only eleven are serviced by low floor buses which is excluding a large proportion of the population who would use a service if it was universally accessible.
- Current school town services do not cover the growth areas and connectivity improvements are needed, particularly in light of the relocation of the Sale Specialist School due to open in North Sale in 2018.
- There are currently no weekend bus services for access to shops or recreational activities in Sale.



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COUNCILLOR CAROLYN CROSSLEY, MAYOR

Dated: 9 October 2017



A - PROCEDURAL

A8 RECEIVING OF PETITIONS OR JOINT LETTERS

ITEM A8(1)**OUTSTANDING PETITIONS**

ACTION OFFICER

GOVERNANCE

DATE:

17 OCTOBER 2017

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

ITEM A8(2)**RECEIPT OF PETITION – DRAINAGE CONCERNS PARK AVENUE
AND MAIN STREET COWWARR**

ACTION OFFICER: MANAGER BUILT ENVIRONMENT

DATE: 17 OCTOBER 2017

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

OBJECTIVE

To present Council with a petition in relation to drainage concerns at Park Avenue and Main Street Cowwarr.

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

That Council receive the attached petition in relation to drainage concerns at Park Avenue and Main Street Cowwarr.

BACKGROUND

A petition containing 17 signatures has been received by Council.

A copy of the petition is attached for Council information.

LEGISLATIVE IMPACT

Section L6.59 of Wellington Shire Council Processes of Municipal Government (Meetings and Common Seal) Local Law No 1 provides for petitions and joint letters:

“A petition or joint letter presented to the Council must lay on the table for a period determined by the Council but not exceeding the next two Council Meetings. No motion, other than to receive the petition or joint letter may be accepted by the Chairperson, unless the Council unanimously agrees to deal with it earlier.”

25th September 2017

TO THE MAYOR, CEO AND COUNCILLORS

WELLINGTON SHIRE COUNCIL

PO Box 506

Sale 3850



PETITION FROM RESIDENTS OF PARK AVENUE AND MAIN STREET COWWARR

Dear Councillors,

Attached is a petition signed by the residents and ratepayers of Park Avenue and Main Street Cowwarr. Over some years, we have drawn to the attention of successive Councillors the degraded state of the open drain running along Park Avenue. To date many have looked at the drain but nothing has been actually done about it. The drain is currently weed infested, has high fire fuel loads and is just an ugly eyesore. The residents of Park Avenue have continued to mow the side of the drain to enhance the amenity and width of the street but it is a losing battle.

The drain in its current state serves no purpose whatsoever to those who reside in Park Avenue. Drainage from other parts of Cowwarr is piped through the overly huge drain to the Rainbow Creek where it enters in untreated. This drain could be filled and managed to a better community standard which would then enable locals to continue to mow the area and improve the amenity of the street we live in. All residents in Park Avenue have never seen water collecting in this drain in the years of living in Cowwarr.

As Park Avenue is a "no through road", garbage service trucks, the local fire truck and commercial vehicles must reverse in the street as there is not enough turning area which could be easily rectified if the drain was filled and a turning area constructed. The two properties at the end of Park Avenue have very little driveway access yet cars and trucks get caught in the dead end street and use the two residential drives to attempt to turn. This has resulted in broken fences and gates and churned up drives at a cost and frustration to property owners.

The residents of the street would welcome a meeting on site for the Council to talk through our request to fill the open drain and investigate the options to create a turning point for service vehicles.

As there are no footpaths, constructed drains or a sealed road surface in Park Avenue, we request that Council spend ratepayers funds on filling the large open drain and creating a turning area for vehicles to the satisfaction of residents at your nearest convenience.

We look forward to your timely response,

A handwritten signature in black ink, appearing to read "Helen Hoppner".

Helen Hoppner OAM, on behalf of the residents of Park Avenue and Main Street Cowwarr

helenho@wideband.net.au 51489214

PETITION TO WELLINGTON SHIRE COUNCILLORS

September 25th 2017

We, the undersigned ratepayers who reside in Park Avenue and Main Street Cowwarr, request that Wellington Shire Council fill the large open drain on the Eastern side in Park Avenue Cowwarr to enable management and maintenance of the area. This drain has become a fire hazard, a weed infested problem and a community concern to the amenity of the street and the safety of the general area. We also request that a turning area for service vehicles be established in Park Avenue. We respectfully ask that the Wellington Shire Council urgently respond to the matter.

NAME	ADDRESS	Signature	Contact Number
Helen & Terry HOPPER		Helen Hopper	
Karen Hopper		K. Hopper	
STEVE FELMINGHAM		Steve	
Andrew CFA Cowwarr IS2881		Andrew	
Tom HOWDEN L. Howden		Tom	
Lockie Johnston		Lockie	
Vinnie Johnston ^{DK}		Vinnie	
JAMES PRIDE		James	
Denis Reynolds		Denis	
Michelle Reynolds		M. Reynolds	
Debra Kivisalmi Andrew & Kylie Ode		Debra	
Cindy Glen Ken Campbell		Cindy	
REYOLD EVANS		Reyold	
melissa munnings		Melissa	



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:

17 OCTOBER 2017

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

12 September 2017 to 9 October 2017

12 September	Meeting with Ms Harriet Shing MLC and CEO of Latrobe Valley Authority, Morwell	Mayor Crossley and Chief Executive Officer attended.
12 September	McMillan Street, Yarram – Special Charge Scheme meeting, Yarram Hub, Yarram	Cr Stephens attended.
13 September	Youth Council meeting, Sale	Cr Stephens attended.
14 September	Meeting to explore the interest in a Maffra Men's Shed, Maffra	Mayor Crossley attended.

The numerous social benefits of Men's Sheds in various communities have been well documented in places such as Sale, Stratford, Heyfield and Loch Sport. A committee has been formed in Maffra to research the possibility of commencing a Men's Shed in Maffra.

20 September	Virtual Centre for Climate Change Innovation, Churchill	Mayor Crossley attended.
20 September	Unveiling of Sale Stationers, Bug Blitz, George Gray and Art Gallery Artwork at Sale Railway Station, Sale	Cr McCubbin attended.

These two wonderful artworks came about from a great partnership and collaboration. Bug Blitz approached the Sale Stationers Group to provide some artwork to beautify the train station for our many visitors. The group then worked with students from the George Gray Art Group, Gippsland Art Gallery and Bug Blitz to showcase and celebrate our local biodiversity with the artworks representing the Heart Morass area. A fantastic achievement!

21 September	Preparing for Transition to NDIS, Sale	Mayor Crossley attended.
22 September	Preparing for Transition to NDIS, Yarram	Cr Maher attended.

These information sessions were held to assist people with a disability and their families to start preparing for the transition to the National Disability Insurance Scheme (NDIS). The sessions look at what is NDIS, who it is for, what funds are available and how the scheme works and they were facilitated by a presenter from Victorian Advocacy League for Individuals with Disability (VALiD). VALiD has been tasked by the state government to advocate for the sector as they grapple with the NDIS. The presenter's personal experience of the scheme since 2013 gave some real insights into the advantages and some of the pitfalls of the scheme and some great advice on how to navigate the new system. Both these meetings were very well attended and we thank VALiD for visiting Wellington Shire.

22 September	Gippsland Local Government Network (GLGN) meeting with Mayors and CEOs, Morwell	Mayor Crossley attended.
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22 September	Officially launch the new Yarram Entrance Sculpture – Nerran the Moon and the Southern Cross, Yarram	Cr Stephens attended.
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This commissioned sculpture is a joint project between Transport for Victoria, VicRoads, the Yarram community, Wulgunggo Ngalu Learning Place and Wellington Shire Council. The sculpture's prominent position makes a strong statement of acknowledgement of first peoples and creates a handsome entry for Yarram. Congratulations to the project team Gippsland artists, Col Little and Deb Milligan, in consultation with the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC).

22 September	Municipal Association of Victoria (MAV) Regional Meeting, Morwell	Mayor Crossley and Cr Hole attended.
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22 September	National Timber Councils Association meeting, Morwell	Cr Hole attended.
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23 September	Wellington 8 Ball Association's Gippsland Cup, Sale	Mayor Crossley attended.
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The Memorial Hall was transformed into a large pool room to host the Wellington 8 Ball Association's Gippsland Cup over the weekend of 23-24 September. The event included the local Wellington Teams from Sale, Maffra and Heyfield and attracted teams from Mornington to Bairnsdale, a total of 26 teams took part. There were participants from all ages and a strong contingent of female players.

23 September	Gippsland Vehicle Collection - Melbourne to Maffra Rally Dinner, Maffra	Mayor Crossley attended.
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The Melbourne to Maffra Rally (MMR) was first held in 2007, since then it's popularity has grown. This year there were over 40 vehicles (80 people). The event is open to classic vehicles that are 15 years of age or more. Many of the participants have been involved in all 7 MMR's. It begins its journey at the Berwick showgrounds and winds its way through some great scenic drives on its way to Maffra.

This event raises much needed funds for cancer research. Organised by Ian and Jan Kennedy and supported by the Gippsland Vehicle Collection. Car club members from Melbourne and beyond turned up for the rally dinner in the Maffra Hall. They were all having a good time in Wellington, staying in Sale with many planning other trips and longer stays before the drive home. A great boost for our visitor economy.

23 September	Public consultation meeting regarding Maffra Streetscape, Maffra	Cr Hole attended.
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25 September	Meeting with Federation Training, Sale	Mayor Crossley and the Chief Executive Officer attended.
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27 September	2017 RACV Gippsland Wine Awards, Inverloch Showcasing the growing importance and quality of Gippsland Wines.	Cr Rossetti attended.
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2 October	Rural and Regional Councils Sustainability Workshop	Mayor Crossley attended.
4 October	Latrobe Valley Community Power Hubs – Business Planning Workshop, Traralgon	Cr McCubbin attended.
4 October	Macalister & East Gippsland Regional Extension Committee, Maffra	Cr Hole attended.
4 October	Wellington Regional Tourism AGM & Meeting, Sale	Cr Hall attended.
6 October	MAV Board Meeting	Cr Hole attended.
6 October	Latrobe Valley Economic Growth Zone meeting, Traralgon	Cr McCubbin attended.
7 October	Opening of Upswing – Staying Mentally Healthy in the Heart of Gippsland. A Youth festival that promotes positive mental health.	Cr McCubbin attending.
9 October	Meeting with GLaWAC CEO, Roger Fenwick	Mayor Crossley attending.
9 October	Attending the GCCN Committee Meeting	Cr McCubbin attending.

**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: 17 OCTOBER 2017

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

21 September	Attended a Regional Development Australia Gippsland Committee meeting, Sale.
22 September	Attended a Regional Development Victoria Regional Assemblies debrief, Traralgon. Met with Maree McPherson, Chair, Regional partnerships Gippsland to discuss regional priorities and the Gippsland Regional plan.
25 September	Met with Federation Training's Director Community & Industry Development, Terry Fitzgerald.
26 September	Held a teleconference with Regional Development Victoria representative, Leigh Kennedy
28 September – 6 October	Annual Leave
9 October	Attending a Parliamentary Committee meeting, Traralgon to discuss the Sustainability and Operational Challenges of Victoria's Rural & Regional Councils.
13 October	Attending the LV Infrastructure & Investment Facilitation Group meeting, Traralgon.

ITEM C1.2**SEPTEMBER 2017 PERFORMANCE REPORT**

DIVISION: CHIEF EXECUTIVE OFFICE
ACTION OFFICER: CHIEF EXECUTIVE OFFICER
DATE: 17 OCTOBER 2017

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

OBJECTIVE

For Council to receive and note the September 2017 Council Performance Report.

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

That Council receive and note the September 2017 Council Performance Report as attached.

BACKGROUND

The September 2017 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 2017/18 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 2017 Performance Report, Council can resolve to either:

1. Receive and note the September 2017 Council Performance Report; or
2. Not receive and note the September 2017 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 2017 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 2017 quarter as well as the expected financial position for the 2017/18 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 2017 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 2017 PERFORMANCE REPORT

SEPTEMBER 2017 COUNCIL PLAN HIGHLIGHTS

West Sale Airport Runway Extension

Meetings regarding West Sale Airport Runway Extension held with consultant to progress necessary planning approval applications. Letter submitted to Minister for Planning to seek planning approval so that works can commence from 2018.

Current Visitor Information Centre

Advertising commenced seeking Expressions of Interest for site of current Visitor Information Centre in Sale.

Heyfield Low Density Residential Growth Areas

Council has concluded public exhibition of Amendment C96 (Heyfield Low Density Residential Growth Areas) to provide further 'acre lot' development opportunities in the township. Amendment C96 was recommended for adoption at the 3 October 2017 Council meeting.

Sale Sewerage Pump Station

Amendment C97 (Sale Sewerage Pump Station) has concluded public exhibition. The Amendment facilitates the rezoning of land to accommodate a new pump station for Gippsland Water to meet the demands of future growth in and around Sale. The Amendment will be presented to Council for adoption on 17 October 2017.

Amendment C84 Wurruk Growth Areas

The Independent Planning Panel report for Amendment C84 (Wurruk Growth Area) has been received and made available to the community on 4 October 2017. Council is scheduled to consider the Panel report and the next steps in the process at its 17 October 2017 Council meeting.

Port of Sale Business Centre

Heads of Agreement forwarded to Victorian Commission of Gambling and Liquor Regulation regarding the sublease of Port of Sale Business Centre.

ICT Service Desk App

A new ICT Service Desk App has been introduced across the organisation to streamline ICT service requests and to provide staff with a searchable knowledge base for common questions and support information. This new application will ensure a high level of customer service and a very efficient ICT support delivery model.

Community Assistance Grants

Assessment Panel met on 5 and 14 September to finalise recommendations for the August 2017 funding round, which will be presented to Council for approval on 17 October.

Community Facilities Planning

Full application for the Briagolong Recreation Reserve clubroom redevelopment was formally submitted to Sport and Recreation Victoria on 25 September 2017. Outcomes expected to be communicated to successful local governments in November/December 2017.

Youth strategy

The public feedback period closed this month for the Youth Strategy 2017–2020, with only minor alternations required, and will be presented to Council for approval in October.

Youth Council updates

Youth Mayor Report completed and delivered to Council on 19 September outlining a broad number of Youth Council actions over the quarter.

Over 500 Year 9 students attended the Year 9 Mental Health Day with Bryan Jeffrey earlier in September - an initiative of the Youth Council.

Information on National Disability Insurance Scheme

Two National Disability Insurance Scheme information sessions were held; 21 September in Sale with 60 people attending and 22 September in Yarram with 20 people attending.

Strengthening Disability Advocacy Conference

Council supported two Wellington Access and Inclusion Advisory Group (WAIAG) members to attend the Strengthening Disability Advocacy Conference on 14 September. Participants are working on how the learning at this conference can translate into activity in Wellington around advocacy.

Wellington Transitions Network

Wellington Transitions Network met to plan the next forum for students which will be held in November 2017. The focus will be on mentoring and support for young people in transition from school to adult options.

Healthy Wellington Plan

The Healthy Wellington Plan 2017–2021 was well received by the community and stakeholders with 490 community members completing the community survey and providing input into the plan. The plan will be going to a Council meeting in October for approval.

Emergency Management Audit

Both Municipal Emergency Management Plan and Municipal Relief and Recovery Plan passed the audits on 13 September.

Gippsland Print Award

The Gippsland Art Gallery successfully launched the 2017 Gippsland Print Award on Friday 1 September. The exhibition was launched by Mayor Cr Carolyn Crossley. The \$5,000 acquisitive prize was awarded to artist Jock Clutterbuck, from a field of 281 entries. The income raised through the exhibition enabled the gallery to acquire a further eleven works from the exhibition, including four by participating artists from the George Gray Centre.

New Exhibition

A new exhibition opened at the Maffra Exhibition Space on 20 September - Meg Viney, 'Sipapu: A Cultural Form'.

Solar Loggerheads

The Gallery received the installation work 'Solar Loggerheads' (valued at \$70,000) from artist Cameron Robbins as a donation. Commissioned by Museum of Old and New Art, Tasmania (MONA) for his exhibition 'Field Lines' last year, the work is a machine that with one arm creates drawings and, with another arm, simultaneously erases them. This work will be on display in the new gallery later in the year.

Tech Tasters program

Tech Tasters programs at Sale, Yarram and Stratford are at full capacity, with waiting lists and probability of extra programs, made possible through Age-Friendly funding via Community Wellbeing business unit. Free access to additional electronic resources being negotiated with James Bennett, the vendor.

Seasonal pools

A revised operating model for the seasonal pools was presented to Council and will be advertised and implemented for season 2017-18.

Aqua Energy upgrades

Structural assessment of the 25-metre indoor pool was completed and awaiting reports. This is linked to the Business Case assessment for the 25-metre pool redevelopment.

Early works in preparation for the Aqua Energy outdoor pool plant upgrade have commenced with separation of the decommissioned dive pool underway.

GRSC upgrade

Tenders for documentation and design of the proposed floor upgrade at Gippsland Regional Sporting Complex were sought and appointment of an architect is underway.

Open Garden Tour

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 additional prospective participants showing keen interest for the next year.

Nursery news

Sale Nursery Depot was visited by Heyfield Community Resource Centre horticultural students to learn about Council's Horticultural Operations.

The Nursery also hosted two participants in the Work Solutions Gippsland Job Shadow Day.

Nature Kinder

Park Services is working with Gumnuts Early Learning Centre to establish a 'Nature Kinder' site at Stead St Reserve.

Sale Oval

Sale Oval was used for two Gippsland Football League finals due to excellent condition of playing surface.

Cowwarr Town Tree Plan

Community consultation commenced regarding Cowwarr Town Tree Plan. A drop-in session was held on 19 September with ten people coming in to discuss a variety of tree maintenance concerns. To date seven nomination forms have been received.

Open space projects

Community consultation periods were closed for Brennan Park Open Space Upgrade, Victoria Park Open Space Upgrade and Rosedale Revitalisation projects. 19, 11 and 28 submissions were received for each project respectively. Meetings to determine next steps will be held in coming months.

SEPTEMBER PERFORMANCE REPORT

Major Initiatives	Completion Target	Progress Comment	Status
COMMUNITIES			
Continued implementation of Domestic Wastewater Management Plan (DWMP) to ensure the DWMP is adequately executed and commitments contained within the plan are achieved.	30 June 2018 (Multiyear project)	Site Inspections have commenced in high risk areas. Glenmaggie area is the first area to be inspected.	In Progress (40%)
Adoption by Council of the Municipal Public Health and Wellbeing Plan (2017-21) by 31 October 2017.	31 October 2017 (Multiyear project)	Wellington Shire Municipal Public Health and Wellbeing Plan (Healthy Wellington Plan 2017 - 2021) has been finalised and endorsed by Healthy Wellington Action Group, Wellington Primary Care Partnership Group and Wellington Shire Council Councillors. At October 3 Council Meeting, Healthy Wellington Plan will be formally endorsed.	In Progress (90%)
Actively engage with the community and partners to redevelop the Domestic Animal Management (DAM) Plan.	30 June 2018	DAM Plan will be presented to Council on October 3 for consideration of submissions and endorsement.	In Progress (75%)
SERVICES & INFRASTRUCTURE			
Progress the Port of Sale Cultural Hub construction project in line with the project plan.	31 December 2017 (Multiyear project)	Works are progressing largely to plan, landscaping of the forecourt area commenced, building wash-down completed, internal painting reasonably progressed, plenum floor to Gallery 1 completed and fit out of some rooms commenced.	In Progress (90%)
Progress the Port of Sale Precinct (The Port) redevelopment project in line with the project plan.	31 December 2017 (Multiyear project)	Works of Park Street Bridge and Skate park BBQ shelters completed, 90% of concrete works completed and landscape works following up. Climbing structure works completed.	In Progress (80%)
Implement the North Sale Development Plan/Developer Contributions Plan into the Planning Scheme to support well planned housing growth.	30 June 2018	The final Traffic Impact Assessment Report and Drainage Reports are expected to be provided to Mesh Planning	In Progress (25%)

Major Initiatives	Completion Target	Progress Comment	Status
		Consultants in the coming months to inform the preparation of the final North Sale Development Plan.	
LIFELONG LEARNING			
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.	30 June 2018	Council is supporting Committee for Wellington's advocacy campaign to establish a new campus in Sale. This will consist of an active media campaign online and in the Gippsland Times.	Ongoing
ECONOMY			
Facilitate the release of industrial land in Wurruk/West Sale to support economic growth	30 June 2018	Following community and stakeholder engagement, Urban Enterprise planning consultants have now completed an 'Analysis, Issues and Options Paper', which will inform the upcoming preparation of a draft Strategy.	In Progress (25%)
Implement the recommendations of the report and roadmap on further economic and social opportunities as a result of expansion of RAAF Base East Sale.	30 June 2018	Meeting with defence industry representatives from State Government in Melbourne on 13 October including Mike Phelps regarding opportunities at West Sale Airport.	In Progress (20%)
ORGANISATIONAL			
Plan and implement an organisational wide electronic document, records, and intranet management system.	30 June 2018	Work between Wellington Shire and East Gippsland Shire Council is continuing.	In Progress (20%)
Implement Year 3 of the Information Communications Technology (ICT) Strategic Road Map 2015-17 to achieve organisational wide infrastructure and technology upgrades.	30 June 2018 (Multiyear Project)	Final stage procurement in progress - awaiting final quotation for ICT Infrastructure works at GRSC.	In Progress (70%)
Manage the Information Communication Technology (ICT) and Audio Visual (AV) design, plan and installation for the Port of Sale Cultural Hub (POSCH) Precinct Project.	31 December 2017 (Multiyear Project)	IT/AV Hardware and equipment installation scheduled for October 2017 as per project plan.	In Progress (60%)
Explore GLGN Council Shared Services opportunities for transactional, and administrative services and Information Communications Technology.	30 June 2018	Benchmarking data for similar back office and ICT functions is being reviewed to identify potential opportunities for greater efficiencies across the GLGN Councils.	Ongoing
Progress West Sale Airport initiatives including Stage 3 of the Eastern Recreation Aviation Precinct and the Runway Extension Project.	30 June 2018	All contracts for Stage 1 associated with the West Sale Airport – Eastern (Recreational Aviation) Precinct have been executed and certified plans lodged with Land Use	In Progress (25%)

Major Initiatives	Completion Target	Progress Comment	Status
		Victoria. Settlement for Stage 1 will be completed once titles are registered in October 2017. A consultant has been engaged to undertake the detailed designs for the remaining stages and this will be completed mid-2018. The Waste Water Treatment Plant and other compliance works for Stage 2 will be completed and commissioned in 2018.	
Secure funding for the upgrade of Cameron Sporting Complex Maffra to ensure the facility meets growing demand.	30 June 2018	Pursuit of Sports and Recreation Victoria (SRV) funding was withdrawn on 25 September due to significant quantity surveyor cost escalations. Officers will continue progressing more detailed schematic planning to obtain a more accurate/feasible cost estimate ahead of the 2018-19 SRV suite.	Not Progressing
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.	30 June 2018	Plan to review and update Wellington Shire Boating Facilities Strategic plan, in line with planned update of Gippsland Coastal Board (GCB) Boating Coastal Action Plan (CAP) in 2016. The GCB Action plan was updated, but the GCB felt the Boating CAP was reflective of current best practice. As such, it is planned that the WSC Boating Facilities Strategic Plan would not require a full review, other than to update capital works completed or underway since expiry of the previous plan. This intermediate document review is due to start in February 2018 for completion by October 2018.	In Progress (25%)
Implement the 2017/18 Leisure Services Operational Business Plan for Aqua Energy, GRSC and WSC's seasonal outdoor pools.	30 June 2018	Key business focus for the first quarter has been; Gym Membership and participation promotion, new program development (Personal Training and Bootcamp), review of confectionary supply, updating of Facility Emergency Management Plans (for Aqua Energy and Gippsland Regional Sporting Complex) Swim school service delivery improvements and service delivery improvement planning for outdoor seasonal pool operation for 2017-18.	In Progress (25%)

Initiatives	Completion Target	Progress Comment	Status
COMMUNITIES			
Ensure implementation of Council led responsibilities for 2017-18 in the Healthy Wellington Action Plan.	30 June 2018	Planning has commenced to develop action plans for Healthy Wellington Plan 2017 - 2021. This action is scheduled to commence in November 2017.	Not due to start
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.	30 June 2018 (Ongoing)	Presented a Council Workshop on Section 86 Committees and possibilities for moving them back to Department of Environment, Land, Water and Planning (DELWP). Recommendation was to approach DELWP to instigate this then approach the Committee of Managements to discuss.	In Progress (20%)
Facilitate consistent approach to emergency planning for all Community Committees of Management, owned and managed by Council, to ensure WSC and CoM are adequately prepared and covered for incidents.	30 June 2018 (Multiyear project)	Attended a Facilities Emergency Planning meeting and presented a template draft emergency plan for direct managed reserves (Stephenson Park). After discussion, it was decided to make the plan similar to all community managed reserves as there are no Council staff on site to manage on an ongoing basis.	In Progress (10%)
Finalise the Wellington Access and Inclusion Plan and ensure implementation of Community Wellbeing led responsibilities for 2017-18.	30 June 2018	Wellington Access and Inclusion Plan, which includes strategy and action plan has been formally endorsed by Council. Actions within the plan are being monitored by Coordinator Social Planning and Policy. A quarterly report will be completed on the progress of the 17/18 Action plan by December 2017.	In Progress (50%)
Finalise the Wellington Youth Strategy and achieve planned actions for 2017-18.	30 June 2018	Youth Strategy is finalised and going to Council for approval on 17 October. Working group has been formed to work on the Youth Summit in February.	In Progress (20%)
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.	30 June 2018	The quarterly Wellington Early Years Network meeting occurred on 2 August with a good attendance and productive and useful network discussions. During the meeting, Coordinator of Social Policy and Planning asked for expressions of interest (EOI) for a committee to assist with the monitoring of the Wellington	Ongoing

Initiatives	Completion Target	Progress Comment	Status
		Early Years Plan. To date there was only one (1) EOI received. Further engagement needed to gain additional EOIs.	
Support the development of Yarram Early Learning Inc. to ensure that the service is financially sustainable.	30 June 2018	<p>Coordinator Social Planning attended the Yarram Early Learning Centre (YELC) committee of management meeting. Current issues include:</p> <p>YELC are due for a new lease. Previously the centre was on a Community lease which did not charge rates and services. This was an administration error that has since been rectified. YELC will have to budget for approx. \$10 – 15,000 annual rate bill. This is an issue for the Committee as they fear they will have to shift costs to the community via fees which may impact on viability of the centre.</p>	Ongoing
Support Gumnuts Early Learning Centre Inc. to determine an appropriate management and governance structure by 31 Dec 2017.	31 Dec 2017	Met an officer from Department of Education and Training (DET) to review the progress. Overall positive developments with delegations being changed and new policies being adopted. December briefing to Council is coming up.	In Progress (15%)
Update flood overlay controls and policy in the Planning Scheme to minimise future risk to the community.	30 June 2018	Regular meetings have commenced with representatives of the West Gippsland Catchment Management Authority (WGCMA) to 'map' the Planning Scheme Amendment process whilst detailed background work/preparation continues.	In Progress (10%)
SERVICES & INFRASTRUCTURE			
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.	30 June 2018	<p>The full application for the Briagolong Recreation Reserve Clubrooms redevelopment was formally submitted to Sport & Recreation Victoria on the 25 September 2017.</p> <p>The full application for the Cameron Sporting Complex Stadium Redevelopment under the Better Indoor Stadiums Fund was lodged on August 16, 2017 - however this</p>	In Progress (25%)

Initiatives	Completion Target	Progress Comment	Status
		<p>submission was withdrawn on 25 September due to significant quantity surveyor cost escalations.</p> <p>Council is awaiting a response on the Country Football & Netball Program outcomes (for the Yarram Recreation Reserve lighting upgrade), with the outcome expected to be known in November/December 2017.</p>	
Development of a Service Planning Model for community facilities that can be adapted for broad use across Council.	30 June 2018	<p>Attended CMT meeting to clarify Service hierarchy, planning model and pilot process. Model was approved with the direction to check the mapping of services against the Council Plan across the organisation (through Managers) then to choose a service to pilot through the planning process.</p> <p>Next step for Manager's working group to review mapping and decide on a pilot. Feedback to be received by 20 October.</p>	In Progress (20%)
Progress the Cowwarr Recreation Reserve Clubrooms redevelopment project in line with the project plan.	30 June 2018	<p>Works Tender closing on 4 October.</p> <p>Current shortfall on budget and possible funding from the Latrobe Valley Authority are still pending.</p>	In Progress (10%)
Complete a business case for the further development of aquatic facilities at Aqua Energy.	30 June 2018	<p>Structural assessment testing has been completed on the 25-metre indoor pool. Report of results are pending.</p> <p>Business case for the heating of Yarram Pool was presented to Council. Decision was made to present the findings to the Yarram community. The community will be asked to consider assisting with the capital funding of the heating plant.</p>	In Progress (30%)

Initiatives	Completion Target	Progress Comment	Status
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	30 June 2018	Outline of plan has been developed, with further workshop planned for 17 October. Anticipated to have the draft completed by December 2017.	In Progress (20%)
Develop a policy to guide decision making about rezoning of land to support consistent and equitable outcomes.	30 June 2018	Not applicable.	Not due to start
Facilitate a private rezoning/development plan for the Wurruk Growth area to support well planned housing growth.	30 June 2018	The Independent Planning Panel report for Amendment C84 (Wurruk Growth Area) has been received and made available to the community on 4 October 2017. Council is scheduled to consider the Panel report and the next steps in the process at its 17 October 2017 Council meeting.	In Progress (80%)
Implement the Heyfield Low Density Residential Review into the Planning Scheme to support housing growth.	30 June 2018	Public exhibition of Amendment C96 (Heyfield Low Density Residential Review) has concluded. Given that there are no unresolved/objecting submissions, the Amendment was presented to Council for adoption at the 3 October 2017 Council meeting.	In Progress (80%)
Advocate, in partnership with other Gippsland Shires, for increases and enhancements of V-Line services to Gippsland to improve connectivity and access for residents.	30 June 2018	Following the half a billion rail funding announcement for the Gippsland line, Council will continue advocacy of a rail siding.	Ongoing
Progress the Residential Road and Street Construction Plan projects in line with the implementation plan.	30 June 2018	Pearson-Simpson Street is due for completion in early November with other street Schemes (Dundas North, Dundas South, Marley and Merry Streets) due for tender in October.	In Progress (20%)
Develop a 5 year implementation plan for residential street construction works and present to Council	30 June 2018	Draft 5 year plan has been developed. Minor amendments were proposed for Residential Road and Street Construction Plan. Aiming to present amended plan and 5-year implementation plan to Council in first quarter, 2018.	In Progress (50%)

Initiatives	Completion Target	Progress Comment	Status
NATURAL ENVIRONMENT			
Investigate & initiate composting trial of all green waste at Kilmany Landfill site	30 June 2018	Contractor is currently monitoring and turning the compost pile as required.	In Progress (25%)
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.	30 June 2018	LED exhibition lighting for the art gallery spaces has been purchased.	In Progress (25%)
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) using Planet Footprint to track results.	30 June 2018	Two quotes have been obtained for the project to upgrade the indoor pool lights. A third quotation is required due to the total cost of the project. Completion of this project will substantially reduce the annual Aqua Energy lighting cost expenditure.	In Progress (20%)
Develop a model for community engagement for promoting sustainability to an adult audience.	30 June 2018	Currently exploring various joint initiatives in conjunction with other councils/organisations.	In Progress (25%)
LIFELONG LEARNING			

Initiatives	Completion Target	Progress Comment	Status
Relocate the Gallery collection, exhibitions and staff offices to the new Wellington Centre, and enable successful ongoing cultural services from that site.	30 June 2018	Staff have been planning the relocation of the gallery services to the Wellington Centre in great detail to ensure an efficient and co-ordinated transition. The first 'meet and greet' between all staff and potential staff of the Wellington Centre was held at the Wedge Entertainment Centre, followed by a tour of the new building. Gallery staff are excited to be joining forces with the Sale Library, Visitor Information Centre and George Gray café staff and are developing procedures and processes for the new entity.	In Progress (20%)
Relocate the Sale Library resources and equipment & Headquarters facilities to the new Wellington Centre, and enable successful ongoing cultural services from that site.	30 June 2018	Removalist has been engaged, existing sites inspected, with removal dates agreed. Training of staff has commenced, with tasks defined and being updated. Furnishings and equipment has been decided, with final orders being placed, and spaces measured for placement.	In Progress (35%)
ECONOMY			
Implement updated noise contour mapping for RAAF Base East Sale and West Sale aerodrome to support the ongoing operation of these airfields.	30 June 2018	Updated noise contour maps have been completed for West Sale Airport and are a component of the supporting documents for Amendment C98, which have been forwarded to the Minister for Planning for approval. Updated noise contour mapping for RAAF Base East Sale has now been prepared, with a community information session held by the Department of Defence in August 2017. The mapping will now be finalised by Defence and thereafter provided to Council for the appropriate action.	In Progress (65%)
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.	30 June 2018	Met with South Gippsland Shire Council engineers and Economic Development representatives to progress the scope of this project on 30 August. Further work is required in partnership with officers from South Gippsland Shire.	In Progress (20%)

Initiatives	Completion Target	Progress Comment	Status
ORGANISATIONAL			
Implement Stage 1 of a Planning Scheme Review (in consultation with DELWP Flying Squad initiatives) to ensure that the strategic direction of the Planning Scheme is up to date/relevant.	30 June 2018	Background work on Stage 1 of the Planning Scheme Review continues to advance to ensure that the strategic direction of the Wellington Planning Scheme remains up to date and current. A number of internal stakeholder workshops have been undertaken to inform the preparation of the study, which will also compliment the work recently commenced in conjunction with DELWP through the State Government's Planning in the Economic Growth Zone initiative.	In Progress (30%)
Undertake a 'streamlining review' of the Planning Scheme (subject to DELWP flying squad support) to minimise regulatory burden for the community.	30 June 2018	The first meeting of the Planning Scheme Review Group (a part of the Planning in the Economic Growth Zone initiative) has been held with the Department of Environment, Land, Water and Planning (DELWP). DELWP will shortly engage consultants to undertake the first stage of the review.	Ongoing
Undertake the implementation of a Workforce Management System (WMS) across all Leisure Services managed facilities.	30 June 2018	Requests lodged with Banyule and Mitchell Shire Council's Leisure Services teams, seeking information and data on any improvements noted since the implementation of a WMS.	In Progress (10%)
Manage and deliver Information Communication Technology (ICT) services to East Gippsland Shire Council as per the Memorandum of Understanding for ICT shared services.	30 June 2018	Progressing as per Memorandum of Understanding (MoU) with no issues to report for first quarter. Highlights include delivery of New ICT/AV for East Gippsland Shire Council's New Business Centre and commencement of Skype for Business rollout across the Shire offices.	In Progress (25%)
Assist Baw Baw Shire Council with their ICT program by providing strategic advice and oversight	30 June 2018	Procurement process for new tablet fleet at Baw Baw Shire Council has been completed.	In Progress (70%)
Develop and Implement a Customer Service Strategy that defines the standards required to improve customer satisfaction across all Council services.	30 June 2018	Draft document drafted and discussed with GM. Making some changes before presenting to the working group and CMT.	In Progress (15%)

Initiatives	Completion Target	Progress Comment	Status
Upgrade Council's abilities to produce high quality video messaging to improve our communications processes and enhance our social media channels.	30 June 2018	A meeting arranged with IT team to assess capabilities for progress with digital platforms and get background for formulating a strategy on External Digital Communications, such as website, apps and social media.	In Progress (5%)
Develop an External Communications Strategy that will establish a shared understanding of Council's external communications framework, tools and processes.	30 June 2018	Not applicable.	Not due to start
Facilitate delivery of 2 key outcomes in the Community Engagement Strategy Action Plan	30 June 2018	Wellington Engagement Network – Direction and Innovation (WENDI) members currently providing feedback on Introduction to Community Engagement Course. Leadership meeting for introducing the course is yet to be confirmed.	In Progress (20%)
Implement an outdoor pool operating model (temperature forecast related) to reduce cost to council while maintaining optimum service levels.	30 June 2018	Councillors were presented with the proposed new operating model for seasonal pools for 2017-18. The new model will see pools opening for recreational swimming only on days where the forecast is for 25C or higher. Swimming times on days open will be extended to be longer than what applied in 2015-16. Maffra, Sale and Yarram pools will offer lap swimming regardless of temperature, from Mondays to Fridays throughout the season. All pools will operate on a 15-week standard season, commencing 24 November and concluding 12 March. Estimated savings across the 5 pools for the 15-week season is ~ \$50K.	In Progress (30%)
Inform Aqua Energy's business decisions through the cost allocation model data	30 June 2018	Final version of the Cost Allocation modelling from 2016-17 period is expected in October.	In Progress (15%)

Initiatives	Completion Target	Progress Comment	Status
Review Council's list of Surplus Land so that land value can be realised in accordance with policy and standards of best practice.	30 June 2018	A Council Workshop has been scheduled for 17 October 2017 to seek feedback on list of properties to be considered for disposal.	In Progress (25%)
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.	30 June 2018	Not applicable.	Not due to start
Develop an organisational 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.	30 June 2018	A review of our organisational recruitment strategy is in draft. Further work will commence in November 2017.	In Progress (20%)
Implement the action plan association with Wellington Shire Economic Development Strategy 2016-2022.	30 June 2018	All allocated activities are progressing and reviewed in accordance with the 2016-2022 Economic Development Strategy.	In Progress (15%)
In early 2018, prepare Economic Development Strategy Action Plan 2018-20	30 June 2018	Not applicable.	Not due to start
Develop the Wellington Age Friendly Plan.	30 June 2018	Not applicable.	Not due to start
Implement the 2017/18 priorities emanating from the 2015-20 Aquatic Strategy	30 June 2018	Below is a summary of actions identified in the Aquatic Strategy that have been accepted as Capital Works or Strategic Projects for 2017-18 year.	In Progress (25%)

Initiatives	Completion Target	Progress Comment	Status
		<p>Aqua Energy 25 metre pool business case - Structural Assessment conducted, report pending. Benchmark data in final stages of review.</p> <p>LED Light Renewal - Awaiting third quote and currently sitting with project delivery team.</p> <p>Aqua Energy CCTV Extension - One quote received and currently seeking additional quotes.</p> <p>Outdoor Pools Solar pumps and controls - Priority is now for Aqua Energy solar hot water rectification & upgrade. Received one quote and seeking further quotes.</p> <p>Outdoor pools People Address Systems - Maffra Completed. Stratford Quoted.</p> <p>Pool Pump Renewal Program - 25 metre lint basket awaiting completion and installation.</p> <p>Stratford Pool Concourse resurfacing - Works completed.</p> <p>Facility Painting Program - received quotes for Maffra pool change room/entry. Aqua Energy Gym repainted.</p> <p>Sale Outdoor Pool Plantroom - Preliminary work commenced on dive pool decommissioning.</p> <p>Wayfinding and Advisory Signage - Internal audit completed. Prioritisation of essential signage to be finalised.</p> <p>Chemical Storage Upgrade (OP's) - Awaiting safety audit information to assist in design scoping.</p>	

SEPTEMBER 2017 QUARTERLY FINANCE SUMMARY

INCORPORATED IN PERFORMANCE REPORT

INCOME STATEMENT

For the period ending 30 September 2017

	YEAR TO DATE 2017-18			FULL YEAR 2017-18	
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Adjusted Budget \$000's	Adopted Budget \$000's
Income					
Rates and charges	58,628	55,300	3,328	55,500	55,500
Statutory fees & fines	186	149	37	729	729
User fees	1,101	1,275	(174)	6,533	6,533
Grants - operating	2,403	2,136	267	7,746	7,746
Grants - capital	1,964	-	1,964	16,206	15,987
Contributions - monetary	70	27	43	1,141	1,135
Net gain on disposal of property, infrastructure, plant and equipment	284	52	232	241	151
Other income	849	388	461	3,158	3,157
Total Income	65,485	59,327	6,158	91,254	90,938
Expenditure					
Employee costs	6,832	6,979	147	25,900	25,928
Contractors, materials and services	6,305	7,371	1,066	30,027	29,493
Bad and doubtful debts	-	-	-	86	86
Depreciation and amortisation	5,370	5,370	-	21,676	21,676
Borrowing costs	49	46	(3)	505	505
Other expenses	186	228	42	672	667
Total Expenditure	18,742	19,994	1,252	78,866	78,355
Surplus for the period	46,743	39,333	7,410	12,388	12,583

Note: The adjusted budget figures reflect any known changes that have arisen since the adoption of the original budget. Including these changes in an adjusted budget figure 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.

Adopted Budget to YTD Actuals

The operating result for the first quarter of the financial year reflects a surplus of \$46.74 million against an adopted budget surplus of \$39.33 million. The favourable variance of \$7.41 million is mainly due to:

Income

- **\$3.33 million** Additional rates raised during 2017/18 due to the finalisation of supplementary valuations after the completion of the 2017/18 budget, reflecting full years impact of capital improvement.
- **\$0.27 million** Operating grants variance mainly represents, \$95k for Art Gallery funding towards the Creative Victoria program received ahead of schedule, municipal emergency fire coordinator funding of \$60k delayed from 2016/17. New grant funding totalling \$39k has been received towards: Briagolong flash flooding study (\$25k), Art Gallery image exhibition (\$9k) and business development project (\$5k). The first quarter Victoria Grant Commission instalment was \$74k higher than expected, which will result in an annual increase of \$296k.
- **\$1.96 million** The capital grants funding of \$1.82 million relates to Roads to Recovery funding, which has been received earlier than expected.
- **\$0.23 million** Proceeds from an unbudgeted Council land sale and major plant trade in have been received.

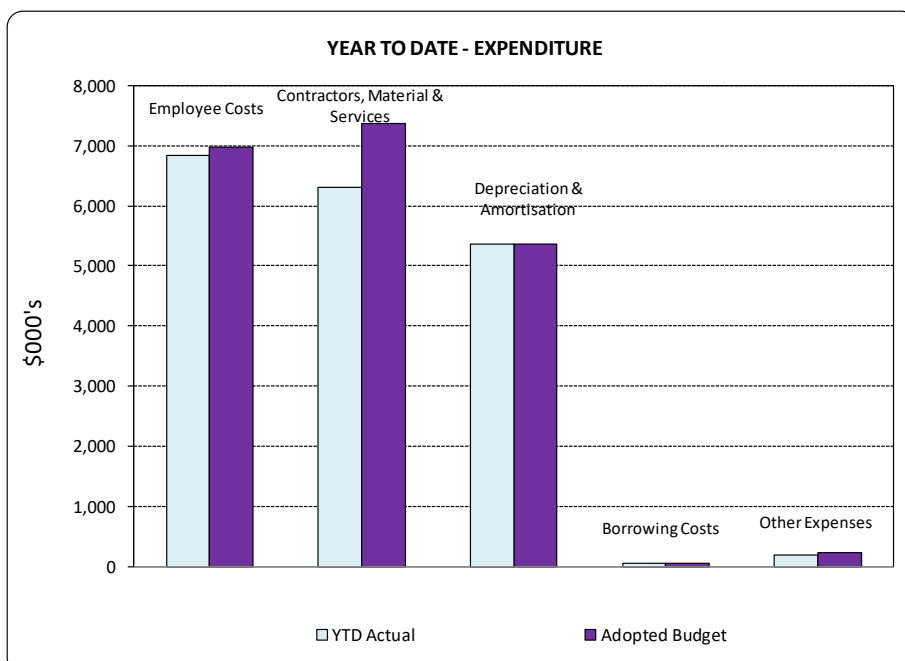
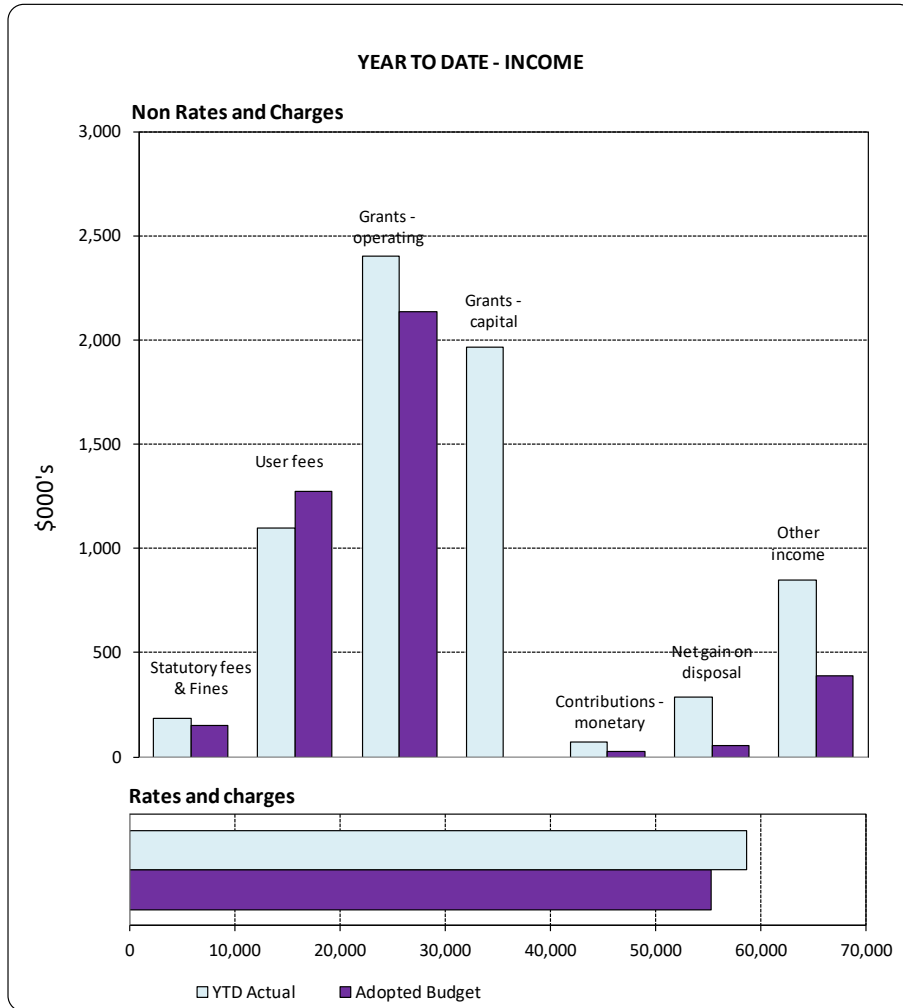
Income (continued)

- **\$0.46 million** Other income primarily represents a \$210k donation received for the upgrade of Gippsland Regional Sporting Complex stage 2, which was received earlier than projected. Interest on short term investments has exceeded the budget by \$205k mainly due to the receipt of grants in advance.

Expenditure

- **\$0.15 million** Employee costs are slightly lower than budgeted mainly due to staff vacancies throughout the organisation and the initial workcover premium instalment amount being less than projected. However, further expenses may be incurred subject to premium finalisation due in November 2017.
- **\$1.07 million** The variance in contractors, materials and services are primarily due to:
 - a. **\$664k** - Remedial work at the Kilmany landfill site is progressing and expected to complete in October 2017.
 - b. **\$101k** - Software maintenance expenditure for the first quarter being lower than anticipated.
 - c. **\$81k** - Underspends in utilities are mainly due to timing for various sites.
 - d. **\$78k** - Waste management expenditure incurred has been lower than predicted for EPA compliance works and kerbside collection costs.
 - e. **\$41k** - Expenditure associated with parks and environmental services such as hazard removal and pest control programs being below budget but some work is programmed to commence shortly.
 - f. **\$40k** - Plant operating costs for parts and maintenance are lower due to the adhoc timing nature of these expenses.

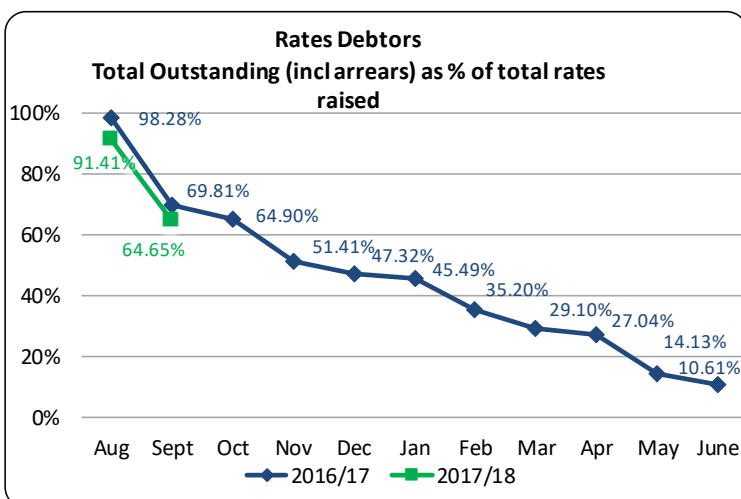
SEPTEMBER 2017 COMPONENTS AT A GLANCE



BALANCE SHEET

As at 30 September 2017

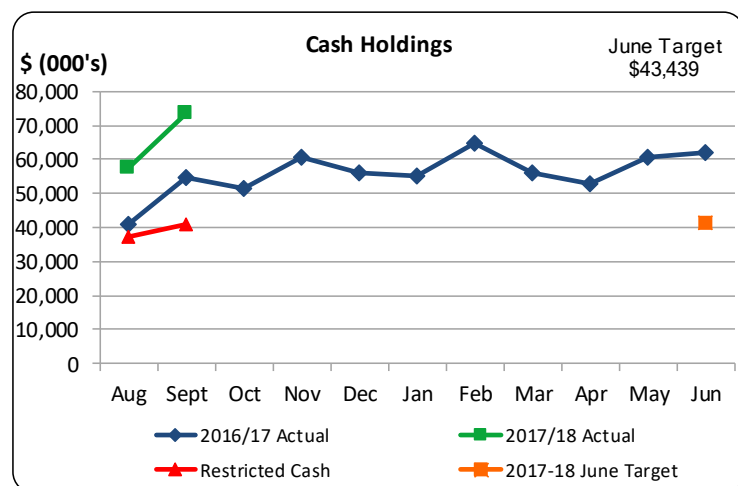
Actual		Actual	Adjusted Budget	Adopted Budget
September 16		September 17	June 18	June 18
\$000's		\$000's	\$000's	\$000's
Current Assets				
96,436	Total Current Assets	114,137	50,774	52,644
898,588	Total Non Current Assets	851,893	883,847	941,344
995,024	Total Assets	966,030	934,621	993,988
Current Liabilities				
13,156	Total Current Liabilities	13,549	15,782	14,560
10,465	Total Non Current Liabilities	12,521	13,243	12,638
23,621	Total Liabilities	26,069	29,025	27,198
971,403	Net Assets	939,961	905,596	966,790



The first rate instalment was due on 30 September 2017. The rate debtors outstanding at the end of September 2017 were \$42.5 million (64.7%) compared to September 2016 of \$42.6 million (69.8%).

\$3.2 million of supplementary rates were raised in July 2017 above budget and are expected to be collected in the coming months.

As the due date (30 September) for the first rate instalment fell on a Saturday majority of the receipts will be updated in October 2017.



Council cash holdings at the end of September 2017 of \$73.4 million is above the September 2016 balance of \$54.9 million.

The current cash holdings includes restricted funds of \$7.5 million to reserves, \$10.4 million to cover provisions, and \$15.48 million associated with the operating and capital carried forwards.

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 2017

	YEAR TO DATE 2017-18			FULL YEAR 2017-2018	
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Adjusted Budget \$000's	Adopted Budget \$000's
Property	3,232	2,348	(884)	8,892	8,704
Infrastructure	1,587	821	(766)	36,838	34,155
Plant and Equipment	550	622	72	4,112	3,862
Intangibles	-	-	-	25	25
Grand Total	5,369	3,791	(1,578)	49,866	46,746

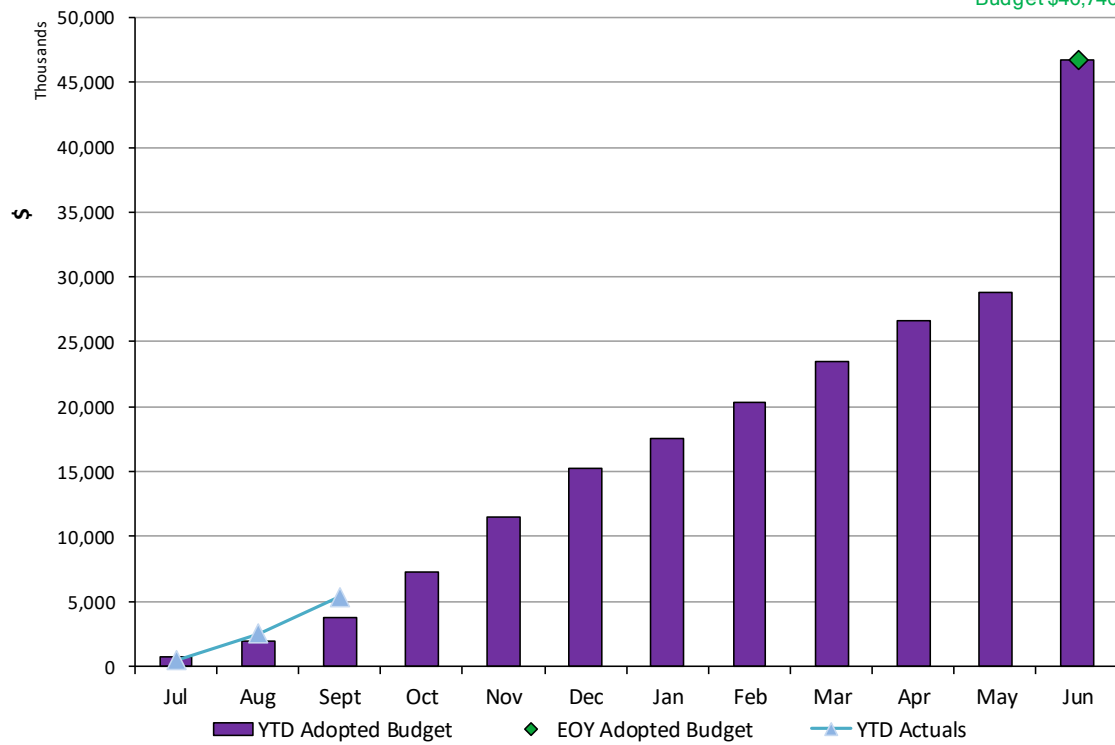
	YEAR TO DATE 2017-18			FULL YEAR 2017-2018	
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Adjusted Budget \$000's	Adopted Budget \$000's
Renewal	3,445	2,437	(1,008)	31,055	28,962
Upgrade	1,093	724	(369)	10,722	9,940
Expansion	822	630	(192)	4,857	4,697
New Assets	9	-	(9)	3,233	3,148
Grand Total	5,369	3,791	(1,578)	49,866	46,746

Capital Works Summary - For the period ending 30 September 2017

- Progress on capital projects for the year to date is \$5.4 million and an additional \$1.6 million in commitments (purchase orders raised) has put overall project expenditure ahead of budget.
- The Port of Sale Cultural Precinct has progressed by \$3.4 million, with an additional \$524k in commitments.
- Roads to Recovery funding was received for the additional expenditure achieved last year and an additional \$1.6 million for projects in the first quarter this financial year.
- The Aqua Energy Gym Fitness Equipment Replacement has been completed.
- The plant renewal program is well underway with \$262k spent and \$683k in commitments raised.
- Overall, 76 projects are in preplanning, 7 new contracts have been awarded this month and 29 projects are underway. Fifteen projects have already reached completion including the close out of some projects continued from last year.
- The Stratford Pool concourse resurfacing is complete and work on the Loch Sport Foreshore Management Plan has commenced.
- Contracts have been awarded for Boodyarn, Napier and Toms Cap bridges.

**2017 - 18
CUMULATIVE CAPITAL EXPENDITURE**

June 2018 Adopted
Budget \$46,746



Note: no adjustments to budget have yet been approved.



C2 - REPORT

GENERAL MANAGER CORPORATE SERVICES

ITEM C2.1**ASSEMBLY OF COUNCILLORS**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 17 OCTOBER 2017

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

OBJECTIVE

To report on all assembly of Councillor records received for the period 26 September 2017 to 10 October 2017.

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

That Council note and receive the attached Assembly of Councillor records for the period 26 September 2017 to 10 October 2017.

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 26 September 2017 to 10 October 2017.

Assembly of Councillors summary of reports received for the period 26 September 2017 to 10 October 2017.

Date	Matters considered	Councillors and officers in attendance
3 October 2017	Cameron Street Sporting Complex Waste Facilities Review Including Future Operating Hours Amendment C97 – Sale Sewerage Pump Station Murray Goulburn Community Assistance Grants – August 2017 West Sale & Wurruk Industrial Land Supply Strategy – Analysis, Issues and Options Report Port Albert Project	Cr Bye, Cr Crossley, Cr Hall, Cr Hole, Cr McCubbin, Cr Maher, Cr Mills, Cr Rossetti, Cr Stephens John Websdale, Acting Chief Executive Officer Arthur Skipitaris, General Manager Corporate Services Chris Hastie, General Manager Built and Natural Environment Sharon Houlihan, Acting General Manager Community & Culture Marcus Stone, Coordinator Community Facilities Planning (Item 1 & 5) Tim Rowe, Manager Natural Environment & Parks (Item 2) Samantha Nock, Coordinator Waste & Sustainability (Item 2) Joshua Clydesdale, Manager Land Use Planning (Item 3) Barry Hearsey, Coordinator Strategic Planning (Item 3 & 6) Sharon MacGowan, Community Facilities Planning & Grants Officer (Item 5) Catherine Vassiliou, Coordinator Social Planning & Policy (Item 5)
3 October 2017	IT / Diary Meeting	Cr Bye, Cr Crossley, Cr Hall, Cr Hole, Cr McCubbin, Cr Maher, Cr Mills, Cr Rossetti, Cr Stephens John Websdale, Acting Chief Executive Officer Leah Schuback, Executive Assistant, CEO Unit Brendon Low, IT Project Officer

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 26 September 2017 to 10 October 2017.

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:

3 October 2017

2. ATTENDEES:

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

Officer Names	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO		✓	G Butler, GMCC		✓
A Skipitaris, GMCS	✓		John Websdale (Actg. CEO)	✓	
C Hastie, GMBNE	✓		Sharon Houlihan (Actg. GMCC)	✓	

Others in Attendance (list names and item in attendance for):	Item No.
Sharon Houlihan, Marcus Stone	1
Tim Rowe, Samantha Nock	2
Joshua Clydesdale, Barry Hearsey	3
John Websdale	4
Marcus Stone, Sharon MacGowan, Catherine Vassiliou	5
Barry Hearsey, Paul Shipp (Urban Enterprise Planning Consultant)	6
Sharon Houlihan	7

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

1. Cameron Street Sporting Complex
2. Waste Facilities Review Including Future Operating Hours
3. Amendment C97 – Sale Sewerage Pump Station
4. Murray Goulburn
5. Community Assistance Grants – August 2017
6. West Sale & Wurruk Industrial Land Supply Strategy – Analysis, Issues and Options Report
7. Port Project Update

4. Conflict of Interest disclosures made by Councillors:

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

3 October 2017

2. ATTENDEES

Councillors:

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

Officers In Attendance:

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO		✓	G Butler, GML		✓
C Hastie, GMB&NE		✓	J Websdale, Acting CEO	✓	
A Skipitaris, GMCS		✓			

Others in attendance: (list names and item in attendance for)

Name	Item No.
Leah Schuback	1
Brendon Low	1

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

1. IT/Diary Meeting - Councillors

4. Conflict of Interest disclosures made by Councillors:

Nil

ITEM C2.2**AUDIT & RISK COMMITTEE MINUTES**

DIVISION: CORPORATE SERVICES
 ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES
 DATE: 17 OCTOBER 2017

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

OBJECTIVE

To receive and note the minutes of the Audit & Risk Committee meeting held on 15 September 2017.

RECOMMENDATION

That:

- 1. Council receive and note the minutes in brief (Attachment 1) and the confidential attachment at Item F1.1 Audit & Risk Committee Minutes of 15 September 2017; and***
- 2. The information contained in the confidential attachment Item F1.1 Audit & Risk Committee Minutes of 15 September 2017 of this Council meeting agenda and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the General Manager Corporate Services on 19 September 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989: f) legal advice; and h) any other matter which the Council considers would prejudice the Council or any person; be designated confidential information under Section 77 Clause (2)(b) of the Local Government Act 1989.***

BACKGROUND

Council maintains an Audit & Risk Committee in accordance with Section 139 of the *Local Government Act 1989*. The Audit & Risk Committee is an independent advisory Committee to Council and its primary objective is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development. Minutes of the Audit & Risk Committee are reported direct to Council.

A copy of the minutes in brief from the Audit & Risk Committee meeting of 15 September 2017 can be found at Attachment 1 of this report and is provided for the information of Council and the public in general.

OPTIONS

Council has the following options:

1. To receive and note the minutes from the Audit & Risk Committee Meeting of 15 September 2017; or
2. To seek further information and consider the minutes at a future meeting.

PROPOSAL

To receive and note the minutes of the Audit & Risk Committee meeting held on 15 September 2017.

CONFLICT OF INTEREST

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

LEGISLATIVE IMPACT

The *Local Government Act 1989*, section 139(1) requires Council to establish an audit committee. Council's Audit & Risk Committee is an Advisory Committee to Council and operates within the Terms of Reference and Charter adopted by Council.

The Audit & Risk Committee Terms of Reference require the minutes of the Audit & Risk Committee to be forwarded to an ordinary meeting of the Council, including a report explaining any specific recommendations and key outcomes. The Audit & Risk Committee is also required to report annually to the Council summarising the activities of the Committee during the previous financial year.

This report complies with the legislative requirements and the Audit & Risk Committee Terms of Reference requirements.

COUNCIL PLAN IMPACT

The Council Plan 2017–2021 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective

"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.

RISK MANAGEMENT IMPACT

The Audit & Risk Committee Charter identifies the management of risk as one of the primary objectives of the Audit & Risk Committee. The Audit & Risk Committee monitors the risk exposure

of Council by determining if management has appropriate risk management processes and adequate management information systems in place.

**MINUTES IN BRIEF OF WELLINGTON SHIRE COUNCIL AUDIT & RISK COMMITTEE
MEETING ON FRIDAY 15 SEPTEMBER 2017**

Present: Mr Peter Craighead
Mr Joel Churchill
Councillor Alan Hall

In attendance: Mr David Morcom (Chief Executive Officer)
Mr Arthur Skipitaris (General Manager Corporate Services)
Mr Ian Carroll (Manager Corporate Finance)
Mr Chris Hastie (General Manager Built & Natural Environment)
Ms Sandra Rech (Coordinator Asset Management)
Ms Mary Winter (Crowe Horwath)
Mr Deryck Tindall (Crowe Horwath)
Mrs Sheryl Saynor (Executive Support Officer)

1. **Welcome -**
2. **Apologies -** Chris Badger, Cr Garry Stephens

3. **Closure of Meeting to Public:-**

Councillor Hall/Joel Churchill

That the meeting be closed to the public under Section 89(2) of the Local Government Act 1989 to discuss legal advice and any other matter which the Council or special committee considers would prejudice the Council or any person.

CARRIED

4. **Declaration of Conflict(s) of Interest:-**
Nil

5. **Adoption of Previous Minutes – 2 June 2017:-**

Peter Craighead/Joel Churchill

That the Committee adopt the minutes of the previous meeting held on 2 June 2017.

CARRIED

6. **Action Items from Previous Minutes**

COUNCILLOR HALL/JOEL CHURCHILL

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

- (h) any other matter which the Council or special committee considers would prejudice the Council or any person.***

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

7. a) In Principle Agreement to Draft Financial and Performance Statements 2016/17

The meeting was adjourned at 10.53am as Management and staff left the meeting to allow Committee members to meet with Audit staff.

Management and staff returned at 11.03am and the meeting resumed.

Councillor Hall/Joel Churchill

That the Audit Committee, having considered the draft Financial and Performance Statements for the year ended 30 June 2017, recommend to Council that it give its in principle agreement to sign the Draft Financial and Performance Statements as presented. That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Act:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

8. Management Letter – Interim Financial Audit 2016-17

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

9. Questions on Notice – Joel Churchill

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

10. Step Asset Management Program Scorecard

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

11. Provision of Internal Audit Services Contract

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

12. Internal Audit Reports

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

13. Status of Internal Audit Recommendations

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

14. VAGO Report: Public Participation and Community Engagement: Local Government Sector

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

15. Protecting Integrity: Central Goldfields Shire Council Investigation

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

16. Road Management Act Processes – Annual Update

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person.

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

17. Chairman's Report

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

*(h) any other matter which the Council or special committee considers would prejudice the Council or any person.
be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.*

CARRIED

18. Information Services Update

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

19. Draft Annual Report 2016/17

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the Report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

20. Council Plan Highlights and Progress of Major Initiatives and Initiatives

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the Report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

21. Related Party Transactions

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED.

22. Fraud Report

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information contained in this document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED

23. Excessive Staff Leave

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the Report.

That the information, contained in the attached document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Act:

(h) any other matter which the Council or special committee considers would prejudice the Council or any person

be designated confidential information under Clause 77 (2) (b) of the Local Government Act 1989.

CARRIED

24. Current Key Risk Matters

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information, contained in the attached document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

f) legal advice;

h) any other matter which the Council or special committee considers would prejudice the Council or any person;

be designated confidential information under Clause 77 (2) (b) of the Local Government Act 1989.

CARRIED

25. Insurance Report

Joel Churchill/Councillor Hall

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information, contained in the attached document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Act:

- h) any other matter which the Council or special committee considers would prejudice the Council or any person;*

be designated confidential information under Clause 77 (2) (b) of the Local Government Act 1989.

CARRIED

26. Register of Commissioned Reports

Councillor Hall/Joel Churchill

That the Audit & Risk Committee recommend to Council that it receive the report.

That the information, contained in the attached document and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 25 August 2017 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989:

- h) any other matter which the Council or special committee considers would prejudice the Council or any person;*

be designated confidential information under Clause 77(2)(b) of the Local Government Act 1989.

CARRIED.

27. General Business

1. CEO Update

THE MEETING CLOSED AT 11.54AM.

ITEM C2.3**CONSIDERATION OF THE ANNUAL REPORT 2016/17**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 17 OCTOBER 2017

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

OBJECTIVE

To consider, discuss and receive the Annual Report 2016/17 for Wellington Shire Council, as attached.

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

That Council consider, discuss and receive the Annual Report 2016/17 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 2016/17 at a Council meeting within one month of submitting the report to the Minister for Local Government.

PROPOSAL

It is proposed that Council consider, discuss and receive the Annual Report 2016/17 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 2016/17 in accordance with Section 134 of the *Local Government Act*, 1989. Council's Annual Report 2016/17 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 strategies:

Strategic Objective 6.3

“Maintain a well governed, transparent, high performing, ethical and accountable organisation.”.

Strategy 6.3.3

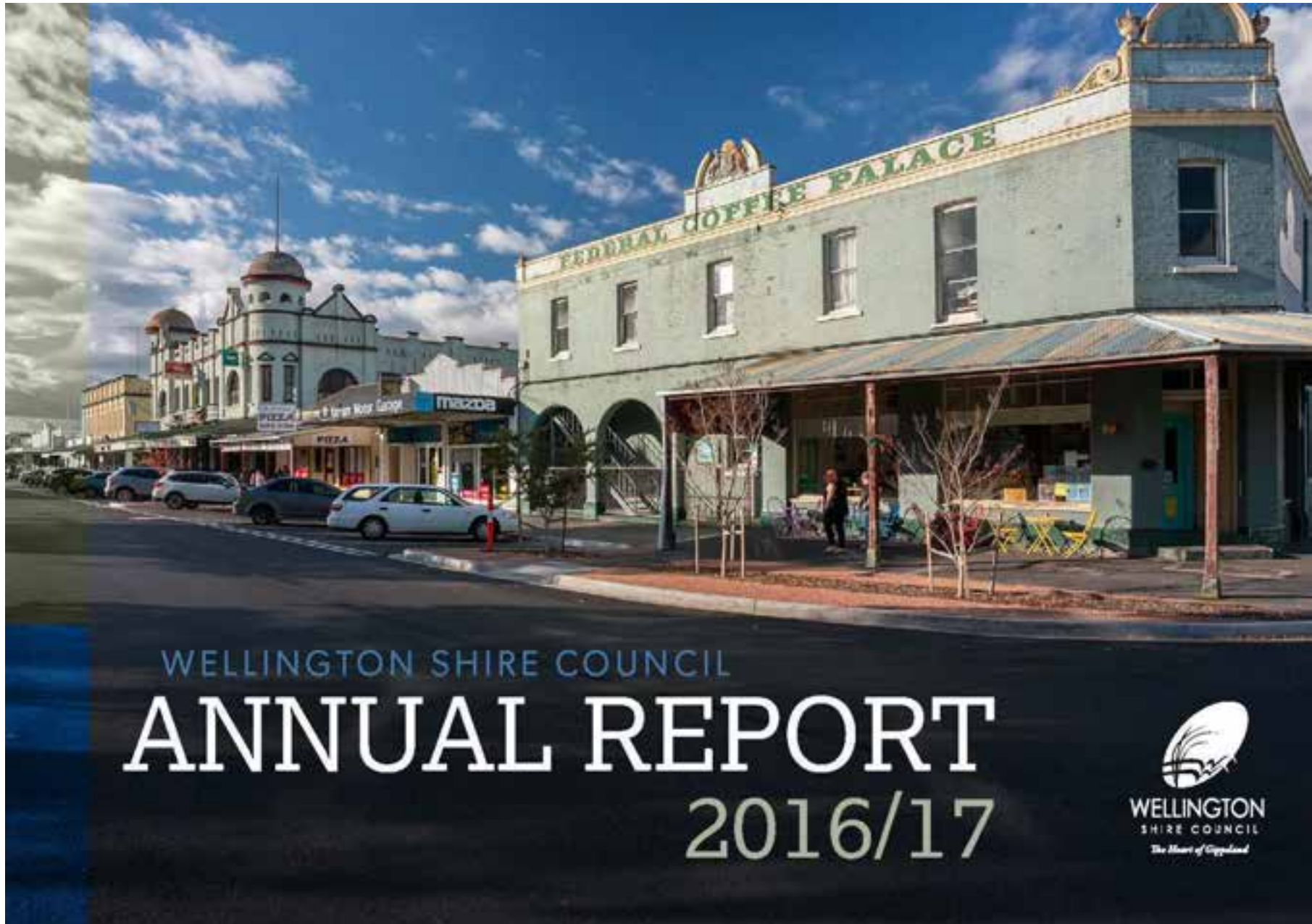
“Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making”.

Strategy 6.2.2

“Actively engage with both internal and external stakeholders to appropriately inform about council business.”

CONSULTATION IMPACT

Copies of the Annual Report 2016/17 are available to the public at the Sale and Yarram Service Centres, and on Council's website.



About this Annual Report

Wellington Shire Council is proud to present the 2016/17 Annual Report which focuses on informing our community about how we've performed over the past twelve months against the Council Plan 2013-17 and 2016/17 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 2016/17 operations, and the various accomplishments and challenges throughout the year. It also seeks to describe the breadth of our services and operations, our governance and management processes, and the responsibilities fulfilled by our councillors, Corporate Management Team and employees.

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 2016/17.

For further information and to provide feedback, please contact our Customer Service Department on 1300 366 244.



An online version of this report is available at www.wellington.vic.gov.au.



COVER and INSIDE COVER IMAGES: Commercial Road, Terrem.
BACKWAGE: Pussini carving by John Bowly, Memorial Park, Stafford.



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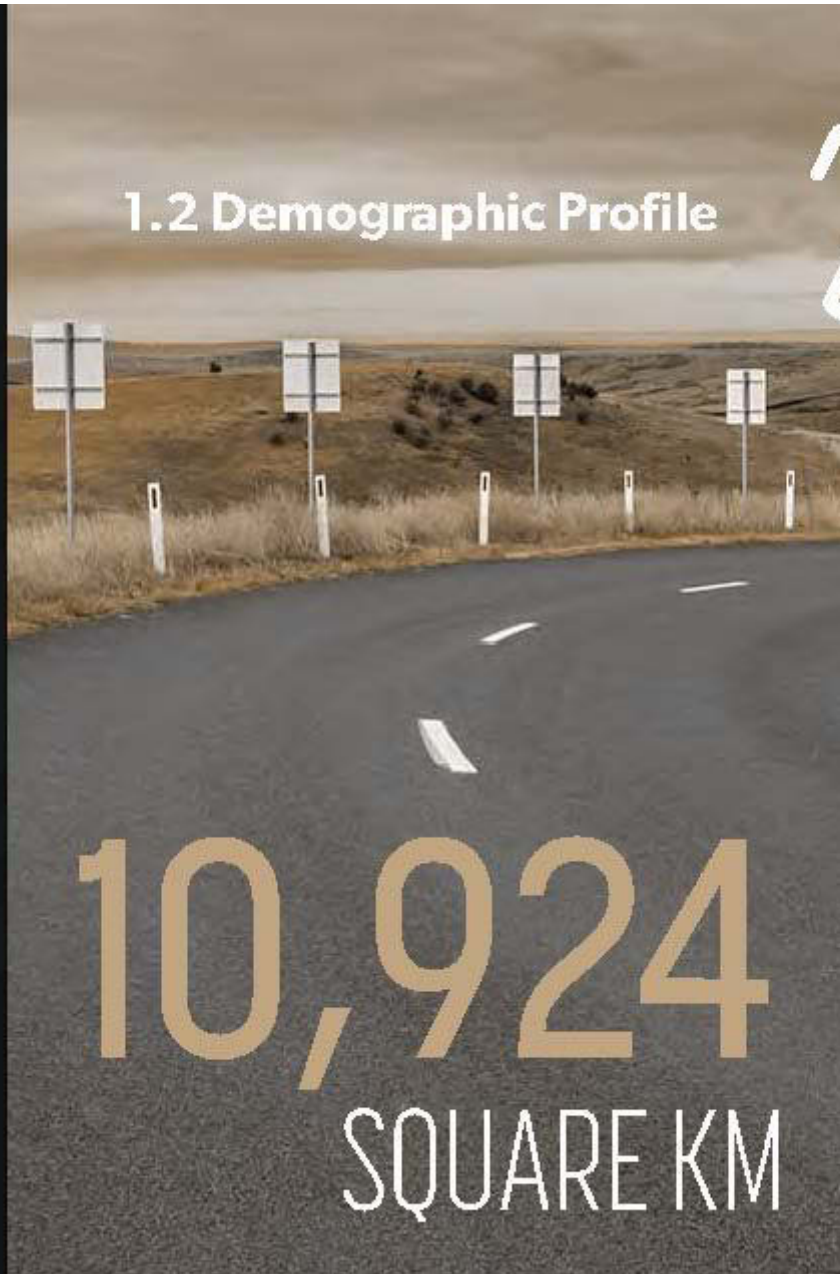




1.1 Our Location

Wellington Shire is located in the Gippsland region of the state of Victoria, Australia. It is Victoria's third largest municipality, covering an area of 10,924 square kilometres and is home to 42,671 residents (2016 Census) spread across more than 30 different communities.





1.2 Demographic Profile

10,924
SQUARE KM



43
MEDIAN AGE

\$563
MEDIAN INCOME
PER PERSON / PER WEEK



42,871
POPULATION



95%

EMPLOYMENT
FROM LABOUR FORCE

12.5%

HEALTH CARE
& SOCIAL
ASSISTANCE

11.8%

AGRICULTURE,
FORESTRY &
FISHING

11.3%

RETAIL
TRADE

19.4%

BORN OVERSEAS



2.4
PEOPLE
PER HOUSE
(MEDIAN)

1.3 Purpose

Our Vision

"People want to live in Wellington Shire because of its liveability, environment and vibrant economy."



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.



Balance

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



Integrity

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



Professionalism

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



Cooperation

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



1.4 Fast Facts

Some quick facts and figures from the 2016/17 financial year are detailed below:

1,535,864 Scheduled kerbside garbage and recycling collection bin lifts.	707,613 Square metres of local roads reseeded.	260,283 Library collection loans (does not include eBook usage).	214,984 Visits to Wellington Shire Pools.		
178,390 Visits to our libraries.	86,973 Square metres of sealed local roads reconstructed.	58,000 Cattle and sheep processed by The Gippsland Regional Livestock Exchange in Sale.	41,238 Telephone calls received by Customer Service.		
37,260 Walk-ins at the Sale Visitor Information Centre (VIC), Yarram VIC and Maffra VIC.	23,433 Face-to-face customer enquiries received.	19,912 Esso BHP Billiton Wellington Entertainment Centre (The Wedge) visits.	18,342 People attended the Gippsland Art Gallery.	10,575 Tonnes of garbage and recyclables collected from kerbside bins.	9,145 Dogs and cats registered.
7,000 Aircraft movements at the West Sale Airport and Yarram Aerodrome.	6,120 Kilometres of roadside slashed.	3,482 Tonnes of recyclables sent for re-processing.	3,107 Culverts cleared.	1,938 Kilometres of gravel roads graded.	1,715 Urban drainage pits cleaned.
486 Licensed Food Premises inspected.	435 Planning approvals in 2016/17 with an estimated value for development of \$59,121,963.	293 Kilometres of roadside drainage cleaned.	157 Building Notices and orders issued.	87 Applicants successful in receiving Quick Response Grants.	46 Applicants successful in receiving Community Assistance Grants.



1.5 Highlights of the Year

This section outlines a calendar of key events over the 2016/17 financial year.

JULY [2016]

- Successful completion of upgrade works on Cunninghame Street in Sale. This was the first project under Council's newly adopted Residential Roads and Street Construction Program.
- Successful completion of pavilion upgrades at the Gordon Street Recreation Reserve in Heyfield.
- New Corporate Planning & Reporting System 'PULSE' was launched as part of the new Performance & Accountability Framework across the organisation.
- The Gippsland Art Gallery received 426 entries for this year's John Leslie Art Prize, 10 more than the previous year. The judging took place on 31 August with the \$20,000 non-acquisitive prize winner announced at a major exhibition opening event on Friday 2 September.
- ExxonMobil, in conjunction with Opera Australia, Orchestra Victoria and Wellington Shire Council, presented a free concert 'An Esso Night at the Opera' on Thursday 21 July at the Esso BHP Billiton Wellington Entertainment Centre. Over 300 people from the community enjoyed some of Australia's finest opera singers performing well-loved arias from Puccini, Bizet, Verdi, Rossini and more.
- Jack and the Beanstalk was produced by the Entertainment Centre and attended by 958 people over three days. The production was a 'relaxed performance' format, with a specially adjusted live performance for children with autism, learning difficulties or those new to theatre. It featured a narrator who guided the audience through the show, low level house lighting, with sound effects coming from the audience, creating an inclusive environment.
- Wellington Municipal Flood Emergency Plan Version 2.0 was endorsed and published. This was the first fully multi-agency Flood Emergency Plan in the State. It will be submitted to Victoria State Emergency Service for adoption as a State template.



1.5 Highlights of the Year

AUGUST

- State government funding was received for twelve months for an Age Friendly Project Officer. Appointment commenced in September 2016.
- The Economic Development Strategy 2016-22 and Action Plan 2016-18 was adopted by Council on 16 August 2016.

SEPTEMBER

- Commencement of the \$14.53 million redevelopment of the Port of Sale Cultural Hub as well as the commencement of upgrades to the Port Precinct roadways, bridge and path infrastructure. The project was funded with \$4.5 million from the Federal Government's National Stronger Regions Fund, \$4.75 million from the State Government's Regional Growth Fund and Living Libraries Infrastructure Program, \$1.5 million from the John Leslie Foundation and \$3.78 million from Council.
- Council received a \$25,000 funding grant from Transport Accident Commission (TAC) to support the redevelopment of the Wellington Bike Ed Program. The funding went towards purchasing a light weight alloy trailer, bicycles, helmets and resources to support schools to run the program.
- The Yarram Library hosted "Story Island" exhibition provided by the State Library of Victoria from 16 September to 29 October 2016. Special programs were offered to schools and community groups with exhibition themes focused on inclusiveness and the environment. The State Library Victoria also provided \$1,500 towards the cost of supporting programs. Staff from Gippsland Art Gallery assisted in set up and delivery of programs while local authors delivered special readings to support exhibition themes.
- The CEO of Wellington Shire Council and President of Wellington Regional Tourism (WRT) signed a new three year Memorandum of Understanding, with transfer of function and budget for tourism marketing to WRT.



1.5 Highlights of the Year

OCTOBER

- A successful emergency management exercise was held on 20 October 2016 aiming to increase Council's preparedness for response to human pandemic influenza with a focus on business continuity. Twenty nine key staff participated.
- Council was successful in gaining \$600,000 through Round 3 of the National Stronger Regions Fund for the Gippsland Regional Sporting Complex (GRSC) Stage 2A. The project will include a new multi-purpose synthetic field and adjoining pavilion to be used by hockey, soccer, AFL 9s, schools and community groups. In addition to the \$600,000 from the Federal Government, the project will receive \$1 million from the John Leslie Foundation, \$750,000 from Wellington Shire Council, \$650,000 from the State Government and \$50,000 from the East Gippsland Hockey Association. Total project cost of \$3.05 million.
- Council supported a Family Fun Day for the Maffra dairy community, organised by Maffra Business and Tourism Association with over 340 people attending. Funding for the event was assisted through State Government provided funds and managed by Council.



1.5 Highlights of the Year

NOVEMBER

- Announcement of \$5 million State Government funding towards the \$5.95 million West Sale Airport upgrade. Works include the resurfacing and lengthening of the West Sale Airport runway to meet Department of Defence requirements as a secondary airport to the RAAF Base East Sale.
- Dredging at Port of Sale was completed which resulted in improved safety and access outcomes as well as creating additional mooring opportunities.
- Yarram and Devon North communities completed new Community Emergency Plans.
- A new Youth Council 2017 was confirmed including 15 young people between the ages of 14 and 24 from Yarram, Woodside, Alberton, Maffra, Stratford, Sale and Rosedale.
- The VicHealth Walk to School Program 2016 saw 29 of 31 Wellington Shire schools participating in the campaign. Overall, there was a significant improvement in walking and active travel statistics. This was a positive reflection of the ongoing commitment from Primary Schools to work with Council to address active travel.

DECEMBER

- Council received \$100,000 from the Victorian Government's Community Sports Infrastructure Fund - Female Friendly Facilities. This will contribute towards the \$233,630 redevelopment of Baldwin Recreation Reserve facilities, including new unisex officiating rooms along with much needed female change facilities and other amenities. Baldwin Recreation Reserve is home to the Sale Soccer Club.
- Bicycle Network announced Gippsland as the region for the RACV Great Victorian Bike Ride 2017 including multiple days in Wellington Shire. Riders will enjoy overnight stays in Yarram, Seaspray and Maffra with potentially 3,500 riders travelling through our Shire.
- December saw the passing of our much loved patron and supporter Mr John Leslie OBE. One of John's last wishes was to have a Memorial Service held for him in the 'John Leslie Theatre' which took place on 21 December 2016.



1.5 Highlights of the Year

JANUARY [2017]

- Council held meetings with the owners of Australian Sustainable Hardwoods (ASH) regarding the announcement on 18 January 2017, of a possible closure of the Mill in September 2017.
- Major Event funding assisted with hosting of 2017 Victorian Country Championships held in Sale at the Lex Glover Aqua Energy Aquatics Complex in Sale on from 27 January to 29 January 2017.

FEBRUARY

- Library staff liaised with representatives from the Stratford Men's Shed to deliver computer technology training for seniors attending the Shed.
- Approximately 1,500 excited fans attended the Suzi Quatro concert at the Sale Botanic Gardens on Sunday 19 February 2017.
- Council participated at the State Government Pavilion at the 2017 Avalon International Air Show, with the West Sale Airport trade display generating leads from organisations interested in expanding operations to West Sale Airport. Mayor Crossley attended the Air Show on Tuesday 28 February 2017 and represented Council at the official reception at Government House that evening.



The 2017 Victorian Country Swimming Championships were held in Sale during January

1.5 Highlights of the Year

MARCH

- Council received the 2017 Award for Municipal Excellence - Rural Category from the Consulting Surveyors of Victoria, for 'excellence in dealing with subdivision applications'.
- Council adopted Amendment C90 to provide for further rural lifestyle lot development/growth in Longford.
- The official unveiling of the 'Cherished - Mother & Child' memorial in Victoria Park Sale by the Hon Darren Chester MP, Federal Member for Gippsland took place. Also in attendance was former state Premier Ted Baillieu and Deputy Premier Peter Ryan. The Memorial commemorates Prime Minister Julia Gillard's National Parliamentary Apology on 21 March 2013 and Victorian Premier Ted Baillieu & Deputy Premier Peter Ryan's Parliamentary state apologies on 25 October 2012. The apologies were in recognition of a tragic period in our recent history when new born babies were forcibly removed from their mothers without their consent.
- Fast tracking of event permissions for the Sale Motorbike track lead to several interested parties coming forward to form a Committee to manage the site ongoing.
- Funding announced through the Latrobe Valley Sporting Package: Sale Tennis Club redevelopment - \$1 million; Gormandale Recreation Reserve - \$500,000; Cowwarr Recreation Reserve - \$500,000 and Gordon Street Reserve in Heyfield - \$100,000.

APRIL

- Ninety solar panels were installed on the roof of the Entertainment Centre to power the new 30kw renewable energy system.
- Council adopted the Heyfield Low Density Residential Land Supply Study to facilitate the release of 'one acre' lots to support future growth/development in Heyfield.
- Council also adopted Planning Scheme Amendment C92 Part One to provide heritage protection to 66 significant heritage properties across the municipality.



The 'Cherished - Mother & Child' memorial was unveiled in Sale's Victoria Park during March.

1.5 Highlights of the Year

MAY

- The first self-checkout unit was installed at the Sale Library to facilitate patron and staff familiarisation prior to the opening of the Wellington Centre.
- The Municipal Heat Health Plan was endorsed by the Municipal Emergency Management Planning Committee.
- After many months of consultation and development, Wellington Shire Council's renewed community vision document 'Wellington 2030' was presented to the public for final comment.

JUNE

- After engaging with the Seaspray community, 400 street trees were planted as part of the township street tree program.
- Successful completion of the Port of Sale Skatepark upgrade project.
- Successful completion of Yarram CBD Streetscape upgrade project.
- Delivered 'Good Governance: People Management' and co-delivered 'Finding Local Voices' at Wellington Shire's Building Better Organisations Conference on 4 and 5 June 2017. Both workshops were well attended.
- The Federal and State Governments confirmed more than half-a-billion dollars will be invested on the Gippsland train line, after the Federal government agreed to a major funding boost towards Victoria's Regional Rail package. A total of \$435 million will be spent on major upgrades between Pakenham and Traralgon and an additional \$95 million to replace the Avon River Bridge at Stratford.
- Worked closely with Gippsland Water and received grant funding of \$40,000 per annum towards the employment of additional resources to audit waste water systems.



The Yarram CBD Streetscape upgrade works were completed in June 2017.

1.6 Challenges and Future Outlook

Our Challenges

- Finalising the delivery of the Wellington Centre and Port Precinct projects.
- Managing disruption to user groups while the Gippsland Regional Sports Complex stadium floor is upgraded to a sprung timber floor.
- Securing funding for the Cameron Sporting Complex redevelopment in Maffra to deliver community needs and increase participation opportunities.
- Providing guidance and oversight to the development and implementation of a Wellington Service Planning model.
- Finalising the operational model for the new Wellington Centre at the Port of Sale within existing resources.
- Planning for multiple community facilities projects including the management of complex stakeholder relationships and ensuring thorough community engagement.
- Working within an increasingly complex Victorian planning system.
- Managing various strategic planning projects to help facilitate growth and development across the Shire.
- To plan for major event attraction, including promoting existing sporting facilities that Council has for events use.
- Proposed changes to the Building Act and Regulations.
- Development of a new Customer Service Strategy.
- Continuing the development of West Sale Airport – Eastern Recreational Aviation Precinct development and subsequent land sales opportunities in Stage 2.
- Successfully launch and operate the new Visitor Information Centre in the new Wellington Centre in Sale.
- Developing protocols from Wastewater Management inspections under the provisions of the Domestic Waste Water Management Plan.
- Proposed changes to the Domestic Animal Act and animal welfare legislation.
- Finalising infrastructure levels of service and updating infrastructure asset management plans.
- Progression of the 2017/18 capital works program.
- Planning for, and delivery of, a number of complex streetscape improvement projects including undertaking community engagement.
- Finalising and implementing a centralised facility maintenance service.
- Initiating the development of a new Waste Management Services tender document for a contract period between 2019-2029.

CHALLENGES





1.6 Challenges and Future Outlook

The Future

- Gippsland Regional Sports Complex stadium floor upgraded to a sprung timber floor to enable the facility to host senior level competition and training conducted by Basketball Victoria, local associations and clubs. This will add to the facility's ability to attract higher levels of activity that will bring economic benefit to the town.
- Working towards the grand opening in December 2017 of the Wellington Centre and ensuring all services are in place and are operating efficiently, and that all aspects of the facility and service meet community and council expectations.
- The successful delivery of a range of community infrastructure projects including Sale Tennis Club redevelopment; Baldwin Reserve female friendly change facilities; Maffra Lawn Tennis Club resurfacing synthetic courts and Maffra Recreation Reserve drainage upgrade.
- Continue to liaise closely with the health services to clearly understand the impact of changes to Home and Community Care services and the implementation of the National Disability Insurance Scheme.
- Complete the design and implementation plan for the Wellington Service Planning Model.
- Working 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.
- Relocation of the Visitor Information Centre into the new Wellington Centre in Sale.
- Preparation for the RACV Great Victorian Bike Ride which includes overnight stays in Seaspray, Yarram and Maffra.
- Implementation of Stages 2 and beyond at the West Sale Airport Eastern Recreation Aviation Project development including construction and commissioning of Environment Protection Authority (EPA) licenced new Waste Water Treatment Plant.
- Commence detailed designs for West Sale Airport runway extension and asphalt overlay, including new airfield ground lighting system and associated works.
- Successful delivery of the 2017/2018 Roads to Recovery Program Projects.
- Continue engagement with the community regarding opportunities for upgrades under the Residential Roads and Street Construction Program.
- Successful delivery of boating infrastructure upgrades at Charles Street, Loch Sport and Port Albert Boat Ramp.
- Finalise engagement for and begin the implementation of CBD streetscape works in Stratford, Rosedale, Maffra and York Street in Sale.
- Successful delivery of 2017/2018 Open Space projects.
- Delivering an effective and efficient centralised Facility Maintenance Service.



2.1 Mayor's Message

Following an exciting and productive year, I am pleased to present the Wellington Shire Council Annual Report 2016/17.

Our single most exciting project is near completion. There is great anticipation in the community for the opening of the redeveloped Port of Sale precinct. This state of the art facility and the opportunities it will provide will resonate throughout the Wellington Shire and beyond.

Earlier in the year we saw the completion of the first component at the Port of Sale site, the Sale Skatepark and surrounds. The facility has been adopted by our young Wellington residents and a hit with families. It is now a place of high energy and activity.

The new Wellington Centre at the Port of Sale will incorporate the Gippsland Art Gallery, Sale Library, Sale Visitor Centre and the new Dock 70 Café. While this \$14.53 million project is the largest infrastructure project in Wellington Shire's history, it has been largely funded by the Federal and State governments, along with a generous \$1.5 million from the John Leslie Foundation. Ratepayers will only fund \$3 million, a great outcome for our community. I like my fellow councillors can't wait to welcome you all through the doors on the opening day near the end of this year.

After extensive consultation, Council adopted a new community vision document, "Wellington 2030". Under the theme of "Happy people, healthy environment and thriving communities in the heart of Gippsland". The Wellington 2030 document will guide Council's future decisions to ensure we build on our strengths, respond

to opportunities and create an environment that aligns with the community's values and aspirations.

Like many regions across Australia, Wellington has an ageing population. Our attractive landscapes, friendly communities, leisure activities and affordable housing are all drawcards for seniors and retirees to settle in our region. Council has been successful in attracting state government funding to deliver projects that enhance our community experiences for our ageing community members. In January 2017, Council signed the Age Friendly Victoria Declaration, committing to support and develop roles and contributions of older people in our community.

Council received a visit from Minister for Regional Development Jaala Pulford and Minister for Industry and Employment Wade Noonan to announce \$5 million for the major upgrade at the West Sale Airport. The upgrade will be delivered by Wellington Shire Council and includes resurfacing and lengthening of the West Sale Airport runway to meet Department of Defence requirements as a secondary airport to the RAAF Base East Sale.

Suzi Quatro and her Leather Forever Encore Tour concert attracted a crowd of about 1500 people to the Sale Botanic Gardens in February 2017. Wellington's 'Leaf' outdoor concert

venue provided the perfect location. To host an international artist of the calibre of Suzi Quatro with such success was a definite coup for Council and a treat for her fans.

It was fantastic to see more than 1500 swimmers and their families descend on Sale when Aqua Energy hosted the 2017 Country Swimming Championships. This event was a huge success not only for our Aqua Energy facility, but also the wider business community. Local hotels were booked out for the weekend and the visitors to Wellington enjoyed local hospitality, spending their money in our towns.

In a major development for library services, all our branches have been connected to the state-

"Council has been successful in attracting state government funding to deliver projects that enhance our community experiences for our ageing community members."

wide SWIFT consortium of public libraries, giving our patrons access to the collections of all SWIFT libraries across the state. This new service has been a major success, expanding access for our community to the education and enjoyment offered in libraries.

Our libraries have also received new management





software and catalogue to enhance content such as book cover images, searching capabilities and useful services such as sending emails and SMS reminders and notifications to library members. Further enhanced library services will also be on offer once the new library facility opens in the Port of Sale precinct.

Council was awarded the 2017 Award for Municipal Excellence in the Rural Category from the Consulting Surveyors of Victoria. The award was bestowed for excellence in dealing with

"While our communities continue to grow, Council is well aware that it needs to provide the necessary infrastructure to accommodate these new developments."

subdivision applications, with Wellington identified as continually outperforming other rural councils with planning permit time frames for the more than \$59 million of approved development. This award was a well-deserved pat on the back for Council's planning team.

Council completed various strategic planning projects to help facilitate growth and development across the Shire, including supporting the creation of further rural lifestyle lots in Longford and Heyfield, as well as a heritage overlay protection to 66 significant heritage properties across the Shire.

While our communities continue to grow, Council is well aware that it needs to provide the necessary infrastructure to accommodate these new developments. As such, work has begun on connecting the new housing estates of the Glebe and Woodella in Sale to the Central Business District via a shared path. A contract has been finalised for the delivery of the first stage of the project, which involves construction of the path along Cemetery Road to Dawson Street. The works will involve a slight realignment of the road, kerb and channel, parking lane and public lighting for safety.

The next stage which is currently being designed will see the path traverse across Flooding Creek through the Saleyards Reserve and re-join the road near the Saleyards Road and Finegan Court intersection. A new controlled pedestrian crossing at the railway line will be constructed on the south side of Raglan Street. The crossing is expected to be available for use in 2017/18.

The town of Yarram has received a much-needed facelift this past year, with work following on from the construction of the wetlands and the connecting trunk drainage works in Commercial Road and Bland Street that enabled a modern kerb and channel profile to be used in the main street. The streetscape works required the coordination of both South Gippsland Water and VicRoads

who performed works on the main roadway. The works also included replacement of a South Gippsland Water main, construction of a concrete edge strip on the central median and resetting of bluestone pitchers, renewal of the kerb and channel using a lower modern profile, replacement of the footpath with charcoal coloured concrete and textured exposed aggregate concrete header strips, reconstruction of the road pavement including renewal of the parking bays and asphaltting of the entire roadway, landscaping and tree planting with no loss of parking, and renewal of the central median irrigation system. The completed works have given Yarram a new lease on life!

To support significant housing developments taking place in Cobains, the intersection of the Princes Highway and Cobains Road was upgraded with a multi-lane roundabout. Works are progressing well and the intersection is scheduled for completion in August.

Council has engaged in extensive consultation with property owners for six residential road and street construction improvements in Sale and Warruk, with work already beginning. The roads and streets to be upgraded include Dundas Street, Sale - South; Dundas Street, Sale - North; Merry Street, Maffra; Marley Street, Sale - North; Marley Street, Sale - South; and Riverview Road, Warruk. As a result of an earlier Council decision, work also commenced in Pearson and Simpson Street, Sale as part of this program. With the finalisation of approvals and designs for other schemes, additional tenders will be issued in the later part of 2017.

I commend this Annual Report to the Wellington community as a strong record of achievement and look forward to what the next 12 months have to offer. ■



Cr Carolyn Crossley
Wellington Shire Council Mayor



Mayor Carolyn Crossley with a group of people outdoors, including a man in a light blue shirt and a woman in a green jacket.



Mayor Carolyn Crossley with the Gippsland Regional Overlook Exchange in Sale.

2.2 Financial Summary

This summary should be read in conjunction with the Financial Statement and Performance Statements which are available as an Appendix to this Annual Report.

2.2.1 Operating Position

Council finished the year in a strong position, as evidenced by the surplus of \$26.11 million (excludes asset revaluation decrements), against a budgeted surplus of \$16.47 million, a variance gain of \$9.64 million.

The following major factors influenced this result:

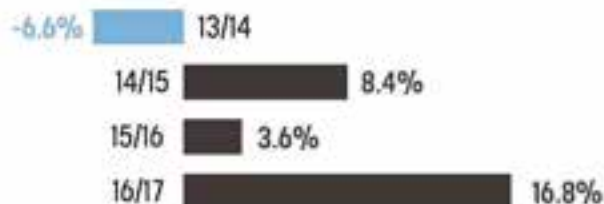
- Fifty percent of Council's 2017/18 Victoria Grants Commission (VGC) allocation of approximately \$6.1 million being received in early June 2017, which will be carried forward to 2017/18.
- Non-monetary contributions of \$5.71 million consisting mainly of infrastructure assets contributed by developers for new subdivisions and gifted and donated assets relating to land acquired under the Wellington Coast Subdivision Strategy Voluntary Assistance Scheme.
- Additional rate revenue of \$1.70 million raised during 2016/17 due to the finalisation of supplementary valuations after the completion of the 2016/17 budget, reflecting capital improvements across the shire.
- Construction and the rehabilitation of the Kilmany landfill site work is extending beyond original dates forecasted and now will be completed in August 2017 resulting in \$932k underspend.
- Savings in employee costs to budget from the Enterprise Agreement 9 bargaining process, applicable from November 2016, resulting in \$748k underspend.
- The Cowwar Recreation Reserve Clubroom Redevelopment has been programmed to commence after the 2017 football season ends resulting in \$594k underspend.
- Delays in the commencement of Roads to Recovery funded capital work projects which has impacted on the timing of claims for 2016/17 by \$4.2 million, of which \$1.5 million is expected to be claimed in early 2017/18.
- Delays in residential street construction of sealed roads planned for 2016/17 has subsequently delayed associated owners' contributions of \$875k until 2017/18.

2.2 Financial Summary

The adjusted underlying result below, 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 16.8% is impacted by the advance payment of 2017/18 financial assistance grants. Excluding the advance payment, the adjusted underlying result is 10.9% which is within the required range of -20% to 20%. Achieving an underlying surplus is a critical financial strategy that provides capacity to renew Council's assets. This is an ongoing challenge for councils with an extensive road network and lower populations than metropolitan councils.

ADJUSTED UNDERLYING RESULT



WORKING CAPITAL RATIO



2.2.2 Liquidity

Working capital at the end of the year was \$53.9 million or 416%, which is well above Council's budgeted position of 287%. 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 416% reflects our strong financial position, and is well above the expected target band of between 120% and 200%. This does not consider cash which is restricted to specific uses which would reduce the ratio down to 252%.



© The Wellington City Council. Photo by John Brady. Saxe Botanic Gardens.

2.2 Financial Summary

2.2.3 Cash

Council's cash including term deposits greater than 90 days' maturity (classified as other financial assets) finished at \$61.8 million against a budget of \$38.5 million, with \$28.0 million reserved for specific uses in future years including completion of carried forward capital works, the Wellington Coast Subdivision Strategy Voluntary Assistance Scheme and future waste infrastructure projects.

CASH \$000's

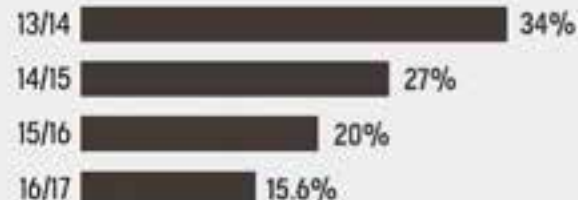
13/14	36,189
14/15	44,358
15/16	44,544
16/17	61,817

2.2 Financial Summary

2.2.4 Obligations

During the 2016/17 year \$1.48 million of existing debt was repaid. At the end of the year, Council's debt ratio was 15.6%, 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 \$1.30 million to fund the Princes Highway - Cobains Road intersection upgrade and \$0.65 million to fund residential street construction schemes (and to be repaid by participating ratepayers over 5 to 10 years) were not required.

LOANS AND BORROWING RATIO



BORROWINGS \$000's



ASSET RENEWAL RATIO



2.2 Financial Summary

2.2.5 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 59.3% for the 2016-17 year. Council has focussed on controlling costs and for the 2016-17 year, this resulted in an average residential rate per residential assessment of \$1,283, an increase of \$2.02 per week on the prior year.

RATES CONCENTRATION RATIO



REVENUE LEVEL



2.2 Financial Summary

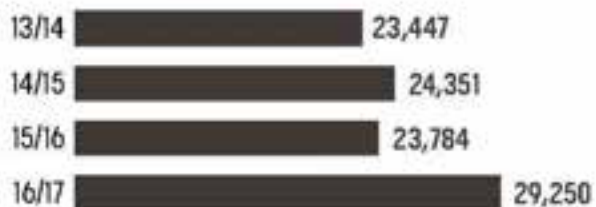
2.2.6 Capital Expenditure

During the year, the Council spent \$29.25 million on capital works. Council invested \$14.38 million on improving our roads, bridges, and footpaths, including \$2.75 million to reseal rural and urban roads.

Projects completed during the year include Forsyth's Bridge, Lay Bridge, the Victorian Timber Workers Memorial, the Swing Bridge refurbishment, the Gordon Street Heyfield clubrooms redevelopment, and Commercial Road Yarram streetscape. In addition, \$9.3 million was spent on progressing the Port of Sale Cultural Hub redevelopment project.

A further \$2.31 million was spent on our parks, gardens, and streetscapes around the Shire.

CAPITAL EXPENDITURE



Timber Workers Memorial, Heyfield



2.3 Description of Operations

Wellington Shire Council is responsible for delivering 141 services, from 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 2013-17 Council Plan and the associated Budget 2016/17 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

Wellington Centre

Construction works commenced in August 2016 for redevelopment of Council's former civic centre in to the new Wellington Centre (previously, Port of Sale Cultural Hub) incorporating the Gippsland Art Gallery, Sale Library, Sale Visitor Centre, Council Chamber and Dock 70 Café.

Civil, landscaping and building works to the open area between the Wellington Centre and The Wedge entertainment centre (former ESSO BHP Billiton Wellington Entertainment Centre) commenced in February 2017.

The Sale Skatepark extension and redevelopment was completed in April 2017 and opened to the public in May 2017. Footpath, landscaping and building works surrounding the skatepark commenced soon after the skatepark completion.

The opening of the new Wellington Centre and redeveloped Port of Sale precinct is expected by the end of 2017.



2.3 Description of Operations

2.3.1 Major Capital Works

Commercial Road Streetscape Improvements - Yarram

The renewal of the Commercial Road Streetscape through Yarram was completed in partnership with VicRoads who completed the reconstruction of the highway road pavement including asphaltting of the entire roadway and parking lanes.

The works followed on from the construction of the wetlands and the connecting trunk drainage works in Commercial Road and Bland Street that enabled a more modern kerb and channel profile to be used in the main street.

The streetscape works required coordination with South Gippsland Water, who replaced an aged and failing water main, as well as VicRoads and their alliance contract.

The works included:

- Replacement of the South Gippsland Water Main in the western carriageway
- Construction of a concrete edge strip on the central median and resetting of bluestone pitchers
- Renewal of the kerb and channel using a lower modern profile
- Replacement of the footpath with charcoal coloured concrete and textured exposed aggregate concrete header strips
- Reconstruction of the road pavement by VicRoads including renewal of the parking bays and asphaltting of the entire roadway
- Landscaping and tree planting with no loss of parking
- Renewal of the central median irrigation system.



2.3 Description of Operations

2.3.1 Major Capital 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.

Under the first stage of the project, a contract for construction of the path along Cemetery Road to Dawson Street has been awarded. The works involve a slight realignment of the road, kerb and channel, parking lane, public lighting and the shared path.

The next stage, which is currently being designed, will see the path traverse across Flooding Creek through the Saleyards Reserve and rejoin the road near the Saleyards Road and Finegan Court intersection.

A new 'controlled' pedestrian crossing at the railway line will be constructed on the south side of Raglan Street by VLine on behalf of Wellington Shire Council and the crossing is expected to be available for use in 2017/18.

Princes Highway/Cobains Road Intersection Upgrade - Sale

The Princes Highway and Cobains Road intersection has been upgraded with a multi-lane roundabout that was a VicRoads requirement due to the development taking place adjacent to the intersection.

The works were undertaken by the developer with the assistance of Wellington Shire Council and are now approximately 95% complete and are expected to be finished in August 2017.



Wellington's internal business units underwent change during 2016/17, resulting in financial savings and improved service outcomes.

2.3 Description of Operations

2.3.2 Major Changes

- A restructure took place reducing four business units to three. The Active Communities business unit became part of the Community Wellbeing business unit introducing community infrastructure planning, community assistance grants and community committees. Managers were required to resupply for positions. This structural change resulted in a significant financial saving and enables improved service outcomes due to closer interaction between services that are strongly community focussed.
- Emergency Management Victoria (EMV) has involved Local Government extensively in changes to emergency management legislation, structure and planning. While the engagement is valued it does add significant workload pressure to emergency management staff providing feedback and constantly updating policies and procedures.
- As part of the expansion of Council's Business Development team, the Commercial Facilities function has been integrated into the Development Division.
- The events process has been streamlined to include a detailed event guide to assist event organisers.

2.3.3 Economic Factors

There were no significant / unexpected financial challenges faced by Council during the 2016/17 year.



2.3 Description of Operations

2.3.4 Major Achievements

Secured a number of funding grants to support significant infrastructure upgrade/renewal projects including:

- **\$1,000,000** Rosedale Revitalisation Project
- **\$640,000** Port Albert Boating Facilities Upgrade Project
- **\$331,368** Loch Sport Charles Street Boat Ramp Upgrade
- **\$175,000** Loch Sport Foreshore Redevelopment Project

Secured significant funding to further enhance recreation facilities, including:

- **\$1,000,000** From the Latrobe Valley Authority for the Sale Tennis Club redevelopment
- **\$600,000** From National Stronger Regions for GRSC Stage 2A
- **\$500,000** From the John Leslie Foundation for the upgrade of the GRSC Stadium floor
- **\$100,000** From Sport and Recreation Victoria for the development of female friendly change facilities at the Baldwin Reserve
- **\$100,000** From Sport and Recreation Victoria for a drainage upgrade at the Maffra Recreation Reserve
- **\$70,000** From Sport and Recreation Victoria for the resurfacing of the synthetic courts at the Maffra Lawn Tennis Club

2.3 Description of Operations

2.3.4 Major Achievements



Mayor Carolyn Crossley interacts the new Sale Library self-serve kiosk.

- Council's Road Management Plan has been reviewed and adopted.
- Council's Open Space Plan has been reviewed and adopted.
- Council's Sustainable Living Education program (SLED) delivered - 166 sessions with 5,715 participants.
- With support from benefiting property owners, four Street Construction Schemes were adopted by Council in line with Council's Residential Road and Street Construction Program.
- The Community Wellbeing Unit reviewed and updated two strategic documents, Council's Community Vision Wellington 2030 and the Wellington Community Early Years Plan 2017- 2021. Both were approved by Council.
- Completed feasibility studies for the Cameron Sporting Complex Redevelopment in Maffra and the Yarram Heated Pool.
- Facilitated the Service Review process across all Council functions.
- Aqua Energy launched a new website and undertook a \$1.5 million gym upgrade including a range of new cardio and exercise equipment.
- SWIFT Library Management System rolled out across all library sites in Wellington.
- Self-serve kiosk installed at the Sale Library in preparation for the transition to the Wellington Centre.
- The Municipal Heat Health Plan was endorsed by the Municipal Emergency Management Planning Committee.
- Council continued to provide an efficient planning permit service in 2016/17 with 93% of applications decided within 60 days compared to the rural Council average of 77%.
- Council received the 2017 Award for Municipal Excellence - Rural Category from the Consulting Surveyors of Victoria, for 'excellence in dealing with subdivision applications'.
- Council adopted Amendment C90 to provide for further rural lifestyle lot development/growth in Longford.
- Council adopted the Heyfield Low Density Residential Land Supply Study to facilitate the release of 'one acre' lots to support future growth/development in Heyfield.
- Received grants of \$50,000 from the State Government/Victorian Planning Authority to help prepare the Wurruk/West Sale Industrial Land Use Strategy and \$40,000 from the Victorian Planning Authority for the North Sale Traffic Impact Assessment Study (prepared as part of the North Sale Development Plan project).
- Adoption of Wellington and East Gippsland Domestic Wastewater Management Plan.



The Port of Sale is a popular tourist attraction

SECTION 1 REPORT OF OPERATIONS
3.0 OUR COUNCIL

34

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.



The Thomson is one of Wellington's most beautiful rivers.

3.1 Municipality Profile

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 many regional shopping centres; excellent public facilities for sports, health and cultural entertainment including the Gippsland Regional Sports Complex, Aqua Energy heated indoor pool and gym and the Esso BHP Billiton Wellington Entertainment Centre (EBBWEC); and plentiful education options including outstanding public and private schools, TAFE campuses with a wide range of programs, from University degrees to postgraduate courses in business, nursing and food industry management.

3.1 Municipality Profile

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 \$160 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 various Aerodromes and aerodromes at Balnassie and other locations in East Gippsland, there are extensive facilities for defence, general and recreational aviation and considerable capacity for expansion.

Located in Wellington's High Country, the Pinnacles Lookout is one of Wellington's most iconic locations.

3.1 Municipality Profile

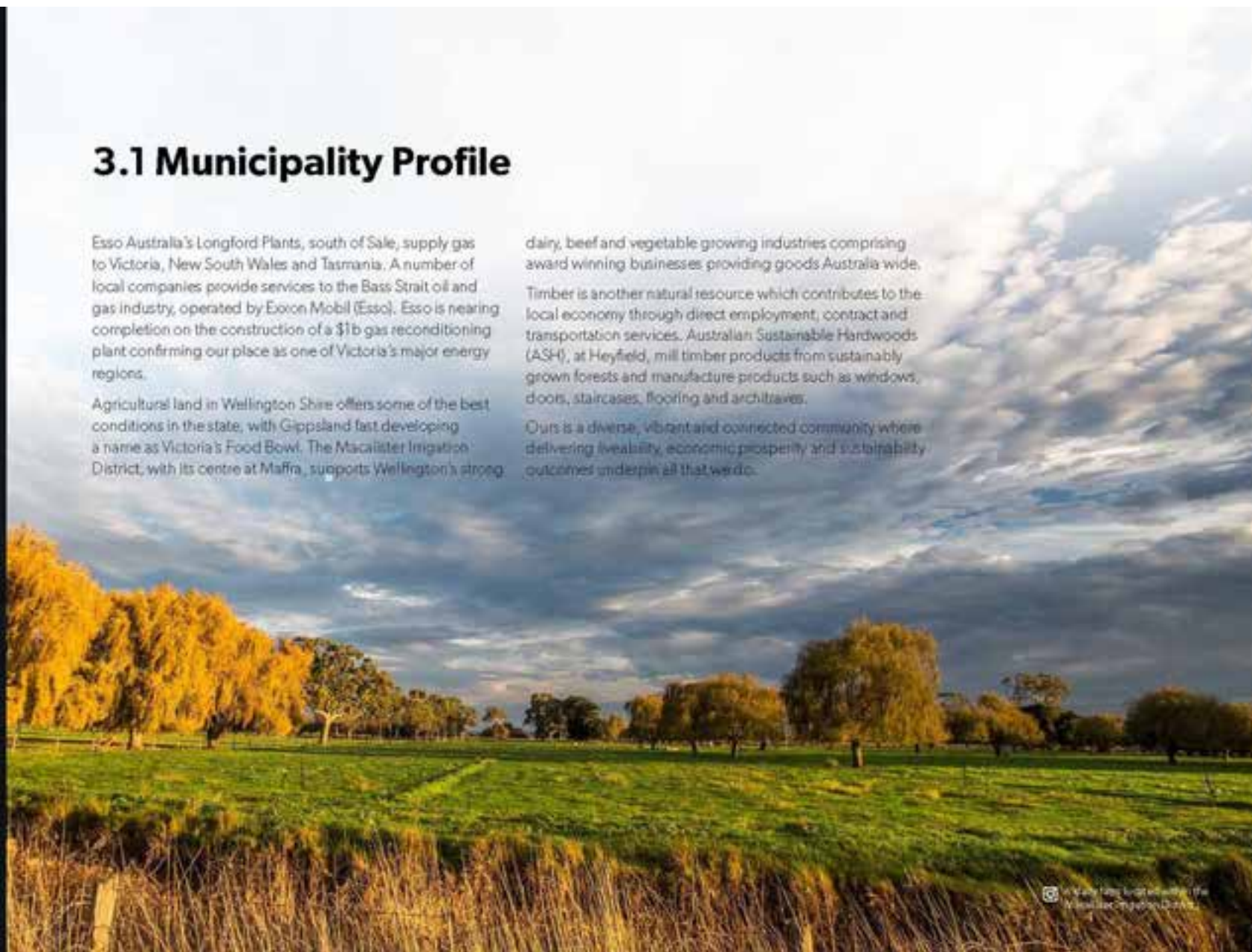
Esso Australia's Longford Plants, south of Sale, supply gas to Victoria, New South Wales and Tasmania. A number of local companies provide services to the Bass Strait oil and gas industry, operated by Exxon Mobil (Esso). Esso is nearing completion on the construction of a \$1b gas reconditioning plant confirming our place as one of Victoria's major energy regions.

Agricultural land in Wellington Shire offers some of the best conditions in the state, with Gippsland fast developing a name as Victoria's Food Bowl. The Macalister Irrigation 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.

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



Wellington Shire Council
Wellington Shire Council



3.2 Councillors

	NAME	WARD	TERMS ELECTED	MOBILE	EMAIL
①	Cr Carolyn Crossley (Mayor)	Northern	2012, 2016	0409 495 833	carolyn@wellington.vic.gov.au
②	Cr Alan Hall (Deputy Mayor)	Coastal	2016	0476 000 159	alanh@wellington.vic.gov.au
③	Cr Ian Bye	Central	2016	0476 000 146	ianb@wellington.vic.gov.au
④	Cr Malcolm Hole	Northern	2000, 2003, 2005, 2008, 2012, 2016	0408 541 246	malcolmh@wellington.vic.gov.au
⑤	Cr Gayle Maher	Coastal	2016	0476 000 162	gaylem@wellington.vic.gov.au
⑥	Cr Darren McCubbin	Central	2003, 2005, 2008, 2012, 2016	0458 006 486	darrenm@wellington.vic.gov.au
⑦	Cr Keith Mills	Northern	2016	0476 000 171	keithm@wellington.vic.gov.au
⑧	Cr Scott Rossetti	Central	2008, 2012, 2016	0419 366 686	scott@wellington.vic.gov.au
⑨	Cr Garry Stephens	Coastal	2016	0476 000 157	garrys@wellington.vic.gov.au

4.1 Organisation Structure



1 Council is the governing body that appoints a Chief Executive Officer. The Chief Executive Officer has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Four General Managers and the Chief Executive Officer form the Corporate Management Team and lead the organisation.

4.2 Senior Officers

As at 30 June 2017 Senior officers as designated by the Local Government Act, 1989 were as follows:



David Morcom
Chief Executive
Officer



Arthur Skipitaris
General Manager
Corporate Services



Chris Hastie
General Manager Built
& Natural Environment



John Websdale
General Manager
Development



Glenys Butler
General Manager
Community & Culture



Ian Corroll
Manager Corporate
Finance



Phillip Phillipou
Manager Information
Services

4.3 Council Staff

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender.



Employee Type/Gender	CEO	Built and Natural Environment	Community and Culture	Corporate Services	Development	Total
Permanent Full Time						
Female	3.00	17.45	26.00	25.00	14.00	85.45
Male	2.00	93.00	12.00	14.00	26.00	147.00
Total Permanent Full Time	5.00	110.45	38.00	39.00	40.00	232.45
Permanent Part Time						
Female	0.00	0.60	12.8	2.78	7.91	24.09
Male	0.00	0.00	3.29	0.60	1.59	5.48
Total Permanent Part Time	0.00	0.60	16.09	3.38	9.5	29.57
Casual						
Female	0.00	0.00	8.62	0.00	0.43	9.05
Male	0.00	0.00	4.99	0.00	0.42	5.41
Total Casual	0.00	0.00	13.61	0.00	0.85	14.46
Total	5.00	111.05	67.70	42.38	50.35	276.48

4.3 Council Staff

A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender.

Band	Female	Male	Total
Band 1	3.52	1.22	4.74
Band 2	4.00	22.00	26.00
Band 3	16.16	34.25	50.41
Band 4	31.99	14.53	46.52
Band 5	24.50	28.9	53.40
Band 6	20.20	21.00	41.20
Band 7	7.00	14.00	21.00
Band 8	1.00	7.00	8.00
N / A	10.21	15.00	25.21
Total FTE	118.58	157.90	276.48

 **118.58**
FEMALE FULL TIME EQUIVALENT

 **157.90**
MALE FULL TIME EQUIVALENT

4.3 Council Staff

A summary of age spread of staff by headcount.



Age Category	CEO	Built and Natural Environment	Community and Culture	Corporate Services	Development	Total
25 and Under	0	4	77	0	2	83
26 - 35	1	25	41	11	9	87
36 - 45	2	19	29	11	15	76
46 - 55	2	32	23	12	19	88
55 and Over	0	32	41	11	46	130
Total	5	112	211	45	91	464

4.3 Council Staff

Years of service summary by headcount.



Years of Service	Full-Time	Part-Time	Casual	Total
5 and Under	102	19	103	224
Between 5 and 10	56	20	41	117
Between 10 and 15	35	13	13	61
Between 15 and 20	7	7	5	19
Between 20 and 25	12	4	0	16
Between 25 and 30	9	1	0	10
Greater than 30	12	3	2	17
Total	233	67	164	464

4.3 Council Staff

Our workforce by generation.

148
BABY BOOMERS



133 GEN X
114 GEN Y
63 GEN Z
6 VETERANS

Age Category	CEO	Built and Natural Environment	Community and Culture	Corporate Services	Development	Total
GEN Z	0	1	61	0	1	63
GEN Y	2	28	62	12	10	114
GEN X	2	43	38	22	28	133
Baby Boomers	1	40	50	11	46	148
Veterans	0	0	0	0	6	6
Total	5	112	211	45	91	464

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.

In 2016, Wellington Shire Council conducted the following activities to support and promote Equal Employment Opportunity across Council:

- Bullying and Harassment training for all Council employees
- Equal Employment Opportunity for all Equal Opportunity Contact Officers
- Interview Panelist training for recruitment with an emphasis on Equal Employment Opportunity
- Mental First Aid training for designated employees
- Updated Equal Employment Opportunity and Human Rights Council policy.



Standing desks were an innovation introduced at Council's Sale Headquarter.

4.5 Our Volunteers

Volunteers are vital to our organisation and our community. Last year, we continued work on developing a coordinated, consistent approach to enable our volunteers to thrive 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 below table, the economic value of volunteer services provided through council services equated to more than \$2.5 million for 2016/17. This is excluding the volunteering work offered by numerous service and volunteer organisations during various events, which is hard to quantify.

The Volunteering in Wellington website (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.

Volunteer Service	Main Duties	No. of Volunteers	Volunteer Hours	Estimated Annual Value*
Visitor Information Centre (Sale, Maffra)	Provide customer service, tourism advice, directions and local business information.	23	104 hours per week	> \$188,685
Art Gallery Guides	Deliver education programs and workshops for kindergarten, primary and secondary schools and community groups.	12	19 hours per week	> \$34,890
Friends of Sale Botanic Gardens	Attend monthly gardening day in the Sale Botanic Gardens.	10	20 hours per month	> \$8,374
Student volunteers for Parks and Gardens	Undertake vegetation and maintenance works.	35	200 hours per year	> \$6,976
Wellington Shire Council Community Committees	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.	670+	2,000 hours per month	> \$837,360
Wellington Bike Education Project	Provide training and assistance to schools to run the Bike Education project which is funded by TAC and VicRoads.	118	132.5 hours per year	> \$4,623

→ CONTINUE

4.5 Our Volunteers

Volunteer Service	Main Duties	No. of Volunteers	Volunteer Hours	Estimated Annual Value*
Community Planning Groups	<ul style="list-style-type: none"> • Coordinate development of Community Plan. • Support Community in implementing Plan. • Liaise with Shire and other agencies regarding Plan projects. • Plan and run events, markets and projects as part of the plan. 	85+	4,000 hours per month	> \$1,674,720
Access and Inclusion Advisory Group	<ul style="list-style-type: none"> • Assist communication on access and inclusion matters, to and from their local communities, through their contacts and networks. • Identify and address access issues via the Access and Inclusion Policy and Action Planning process. • Provide access and inclusion expertise and experience during the planning stages of Council projects and policy development. • Promote Access and Inclusion throughout Wellington Shire. Act as a reference group for the Rural Access position located at Wellington Shire Council. 	15	30 hours per month	> \$12,560
Wellington Shire Youth Council (Youth Group)	<ul style="list-style-type: none"> • Provide opportunities for young people to have their voices heard, to act on issues and advocate for different youth needs. • To be a youth voice for the Council. • To put on events and activities that are inclusive of all young people and to engage them in community life. 	16	3,268 hours per year	> \$144,021
Propellor FReeZA Group (Youth Group)	Provide opportunities for young people to perform and experience music events.	8 (Up to 20 casual volunteers for events)		
L2P Program (Council run program in partnership with Mission Australia)	Support and mentor young people in Wellington Shire to get their probationary licence.	30	936 hours per year	> \$32,657
TOTAL				> \$2,944,866*

*Using projected gross opportunity cost wage rate for volunteers in 2016 - \$34.89 per hour (Source: Key Facts and Statistics about Volunteering in Victoria, 2012 Report)

4.6 Other Staff Matters

4.6.1 Enterprise Bargaining Agreement

Wellington Shire Council commenced an enterprise bargaining process in late 2016 in consultation with the relevant staff and management representatives, nominated workplace union delegates and union organisers.

Enterprise Agreement No.9 was adopted in April 2017 and remains operative until 8 November 2019.

4.6.2 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 as of 30 June 2017:

Course	Built and Natural Environment	Community and Culture	Corporate Services	Development
Fraud and Corruption Awareness	106	194	43	88
Occupational Health & Safety	102	95	43	76
Prevention of Workplace Bullying and Harassment	85	177	30	76
Prevention of Workplace Bullying and Harassment - for Managers and Supervisor	21	27	17	14
Contractor Safety	36	14	9	14
Interview Panellist Training	21	23	19	15

4.6 Other Staff Matters

The table below highlights a sample of the instructor led training undertaken as of 30 June 2017:

Course	Staff Number
First Aid Training	160
Mental Health First Aid	10
Public Speaking	11
Contact Officer Training	9
Situational Awareness Training	57

Fifteen employees were supported to advance their formal qualifications through the Tertiary Reimbursement Program during the 2016/17 year.

4.6.3 Performance and Accountability Framework

A Performance and Accountability Framework was introduced which aligned position descriptions, performance appraisals and corporate performance indicators. As part of the introduction of the framework over 300 position descriptions were reviewed and updated.

All permanent and fixed term staff (294 employees in total) took part in our annual performance appraisal process. The performance appraisal was available online, allowing employees to easily access their appraisals, and make notes and comments throughout the year.



4.6 Other Staff Matters

4.6.4 Staff Recognition

Wellington Shire Council encourages all members of staff to acknowledge the contributions of others. The Wellington Staff Achievement Awards highlight the excellence that exists in all areas and job functions across the organisation. During the year, forty seven employees received awards for demonstrating outstanding achievement in one of the following areas: Teamwork and Partnerships; Introducing an Improvement, Leadership and Customer Focus.

Council also recognises employees for their ongoing contribution, commitment and service to the organisation by acknowledging significant employment anniversaries.

The table below shows the number of service anniversaries acknowledged per division.

Years of Service	CEO Unit	Built and Natural Environment	Community and Culture	Corporate Services	Development
5 Years	1	4	14	3	8
10 Years	0	3	8	0	3
15 Years	0	3	4	2	2
20 Years	0	0	1	1	1
25 Years	0	0	0	0	
30 Years	0	1	0	0	1
35 Years	0	0	0	0	1

4.6 Other Staff Matters

4.6.5 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 an additional twenty days of Family Violence Leave to attend medical appointments, legal proceedings and/or other preventative activities.

Wellington Shire Council has developed a Gender Equity Action Plan as a result of actions arising from the 'Gender Audit'. The Gender Audit

aims to analyse the gendered experience of both men and women in the workplace, evaluate rates of pay and report on any barriers that men and/or women may face in the daily undertaking of their work.

In acknowledging 16 Days of Activism, Wellington Shire Council presented our prevention of men's violence against women organisational strategy at the 'Champions of Change' breakfast as well as promoting the 'Victoria Against Violence' initiative which called for staff to wear the colour orange to work in support of gender equity and family violence.

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.



Cr Damien McCubbin was a guest speaker at the 'Champions of Change' breakfast.

4.6 Other Staff Matters

4.6.6 Staff Engagement Survey

A Staff Engagement Survey was conducted in April 2017 with 229 employees responding to the survey. The objective of this survey was to identify ways to improve staff workplace satisfaction, which, in turn, improves overall productivity and levels of customer service.

Our overall satisfaction rating has increased from 5.18 to 5.48 compared to 2014 survey results, putting Wellington in second place out of 77 Australian councils, for overall employee satisfaction.

Our overall staff engagement rating also increased from 65% to 69%, with 75% of respondents saying that they are proud to work for the Council, 77% saying that they are satisfied with their job and 81% agreeing that they would recommend Wellington as a great workplace to their family and friends.

4.6.7 Health and Safety

Wellington Shire Council aims to maintain a culture of workplace safety for all employees, Councillors, contractors and visitors. Staff acknowledged "Providing a safe work environment" as the highest performing indicator in the organisation through Staff Engagement Survey 2017.

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 2016/17, a number of such initiatives were undertaken to enhance Council's OHS function. These include:

- Implementation of a new contractor management program
- Implementation of portable standing desks
- Implementation of online OHS induction and awareness training
- Implementation of staff Contractor safety training
- Improvements to traffic management documentation
- An asbestos process review
- Manual handling training
- Mental health awareness training
- An incident and investigation process review.

4.6 Other Staff Matters

4.6.8 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 2016/17 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 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 R U OK Day annually by providing organisational awareness into suicide prevention by reducing the stigma surrounding mental health issues.

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.



Wellington has implemented a range of programs aimed at improving the health and wellbeing of employees.



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 provides comparative performance data for 2016/17 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).



5.1 Measuring Our Performance

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 2016 survey results indicated that Wellington Shire Council was performing better than other large rural Councils. Council scored a rating of 63 out of 100 for overall council performance compared to 54 for other large rural council's and 59 state-wide.

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

Council also scored significantly higher results in the enforcement of our local laws, consultation and engagement, lobbying, and town planning and policy, compared to the previous year.

The survey results also suggested that Council should make improvements to unsealed roads, sealed local roads, and slashing and weed control. 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 included on the next page with the detailed report available on Council's website.



OVERALL COUNCIL DIRECTION



Performance Measures	Wellington 2017	Wellington 2016	2017 Large Rural Shire Average	2017 Statewide Average
Overall Performance	63	61	64	60
Community Consultation <i>Community consultation and engagement</i>	59	55	62	58
Advocacy <i>Lobbying on behalf of the community</i>	61	55	51	54
Making Community Decisions <i>Decisions made in the interest of the community</i>	59	56	51	54
Sealed Local Roads <i>Condition of sealed local roads</i>	56	53	41	51
Customer Service	70	66	66	69
Overall Council Direction	55	53	52	53

5.1 Measuring Our Performance

5.1.3 Reporting Against the Council Plan 2013-17 and Annual Budget 2016/17

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

In 2008 Wellington Shire Council undertook an extensive community consultation process to identify our community's long term aspirations.

The process resulted in the development of our long term community vision, Wellington 2030.

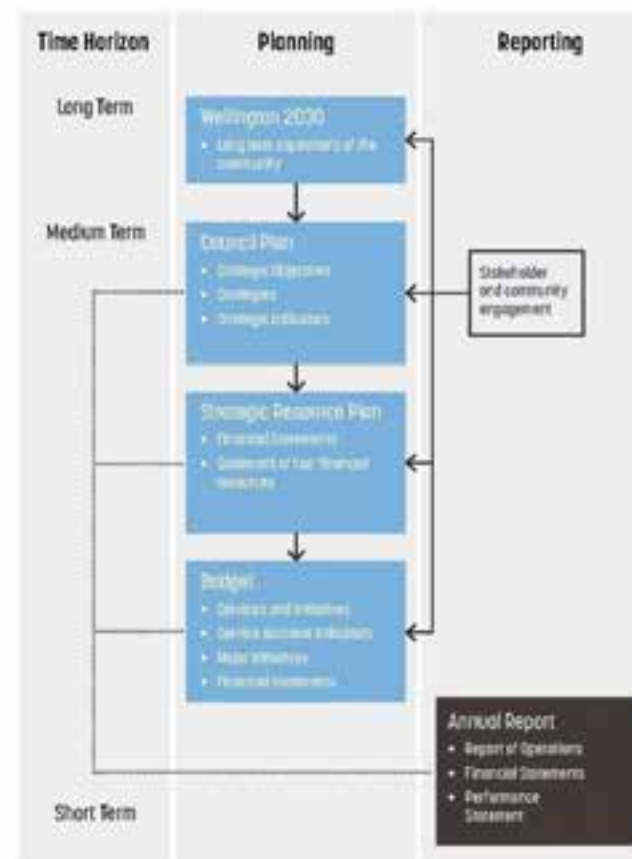
Wellington 2030 was used to develop and guide our key themes and strategic objectives for the 2013-17 four year Strategic Plan, our Council Plan. Council undertook an extensive community consultation program to review the Wellington 2030 strategic document during 2016/17, prior to preparing the new Council Plan 2017-21.

We continued to work throughout 2016-17 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.

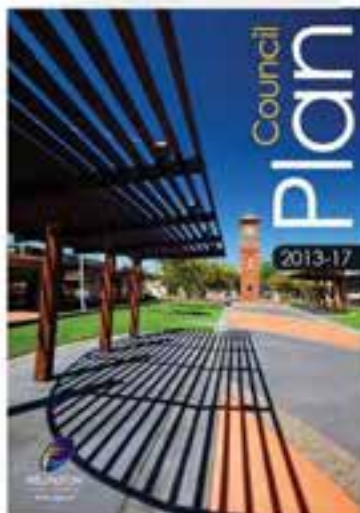
The section 5.3 details how we performed during the year towards realising the various strategies identified in 2013-17 Council Plan, major initiatives and initiatives as identified in the 2016/17 Annual Budget, and achieving the performance measures and targets related to each.



5.2 Council Plan

The Wellington Shire Council Plan 2013-17 includes seven 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 2016/17 annual budget.

The following includes the seven themes and corresponding strategic objectives as detailed in the Wellington Shire Council Plan 2013-17.



Theme	Strategic Objective
Leadership and Engagement	Our community is informed about Council business and is involved in Council decision making. Council advocates on behalf of the community.
Organisational	An organisation that is responsive, flexible, honest, accountable and consistent.
Natural Environment	A community focused on sustainable living and the future protection of Wellington's natural environment.
Infrastructure	Assets and infrastructure that meet current and future community needs.
Land Use Planning	Appropriate and forward looking land use planning that incorporates sustainable growth and development.
Economy	Supported business growth and employment, lifestyle opportunities and a vibrant tourism sector.
Community Wellbeing	Enhanced health and wellbeing for the whole community.



5.3 Performance

Council's performance for the 2016/17 year is reported against each theme and strategic objective to demonstrate how Council is performing in achieving the 2013-17 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



Service Indicators and Measures

5.3 Performance

5.3.1 Leadership and Engagement

Strategic Objective: Our community is informed about Council business and is involved in Council decision making. Council advocates on behalf of the community.

To achieve our objectives in this area, we will continue to plan for the present and future, and to lead and advocate for outcomes that benefit the community. We aim to deliver an appropriate level of service and facility that enables Council and staff to operate effectively. The services, major initiatives and service performance indicators for each business area are described below.

 Strategic Indicator / Measure	14/15	Result 15/16	16/17	Comments
Increased community satisfaction rating for Council's interaction and responsiveness in dealing with the public.	71	66	70	There is positive improvement compared to last year's result. Council is currently developing a four year action plan to further improve customer service across all Council services.
Increased community satisfaction rating with community engagement.	59	55	59	Wellington Shire Council is performing seven points higher than the large rural council average and four points higher than the state wide average for community engagement. Council adopted a new community engagement strategy in 2016 to guide the way council staff consult with and inform the community about projects and services in the future.
Increased community satisfaction rating with Council's advocacy and community representation on key local issues.	58	55	61	A significant increase in satisfaction in this area which is ten points higher than the Large Rural average and seven points higher than state wide average.
Increased community satisfaction rating with overall performance.	63	61	63	Satisfaction level has improved regarding Council's overall performance. This is also nine points higher than Large Rural average and two points higher than state wide average.

1

LEADERSHIP & ENGAGEMENT






5.3 Performance

5.3.1 Leadership and Engagement



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

 Major Initiatives	Progress	Status
Through Gippsland Local Government Network, Wellington will work with other Gippsland Councils to implement objectives in the Gippsland Regional Plan.	Council continues to advocate on a number of regional projects including Macalister Irrigation District (MID), passenger rail, and Latrobe Valley transitional issues that affect the entire region.	Ongoing
Explore both Corporate (back office processing) and ICT Shared Services opportunities for the Gippsland Local Government Network (GLGN) Councils.	Benchmarking data for similar back office and ICT functions is being reviewed to identify potential opportunities for greater efficiencies across the GLGN Councils.	Ongoing



5.3 Performance

5.3.1 Leadership and Engagement

The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.




 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Councillors, Chief Executive and Corporate Management Team.	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Corporate Management Team and associated support which covers service provision across the entire organisation.	2,592	2,809	217
Media and Public Relations.	<p>This area provides internal and external communication services including media, marketing and branding support for Council projects and initiatives. The team also seeks to identify trends in public opinion and ensure that Council adapts and responds in a timely manner.</p> <p>Initiatives</p> <ul style="list-style-type: none">Develop an internal communications plan that will establish and embed a shared understanding of corporate expectations, culture and strategic framework (In Progress -80%).	386	429	43

5.3 Performance

5.3.1 Leadership and Engagement



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

 Service Indicator / Measure	14/15	Result 15/16	16/17	Comments
GOVERNANCE				
Transparency				
Council resolutions at meetings 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, 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%	Wellington Shire Council made 306 resolutions during the 2016/17 financial year. Of those decisions, 298 or 97.4% 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.
Consultation and Engagement				
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement].	59	55	59	Wellington Shire Council is performing seven points higher than the large rural council average and four points higher than the state wide average for community engagement. Council adopted a new community engagement strategy in 2016 to guide the way council staff consult with and inform the community about projects and services in the future.
Attendance				
Council attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100.	85.2%	88.4%	92.6%	Wellington Shire Councillor commitment to actively serve the community is reflected in its 92.6% attendance rate at the 23 ordinary Council meetings and one special Council meeting held in 2016/17.


→ CONTINUE

5.3 Performance

5.3.1 Leadership and Engagement



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
GOVERNANCE				
Service Cost (Cost of Governance) [Direct cost of the governance service / Number of Councillors elected at the last Council general election].	\$39,707	\$40,977	\$42,074	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 whilst undertaking Council duties are reimbursed. 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.
Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community].	58	56	59	Council's participation in the 2016 Community Satisfaction Survey showed a 59% community satisfaction rating with the way Council has performed in making decisions in the interests of the community. Council has performed eight points higher than large rural average and five points higher compared to state wide average.

5.3 Performance

5.3.2 Organisational



Strategic Objective: An organisation that is responsive, flexible, honest, accountable and consistent.

To achieve our objective in this area, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, major initiatives and service performance indicators for each business area are described below.


 Strategic Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
Long Term Financial Plan produces improvements in Council's annual underlying financial result.	8.46% Achieved	3.63% Achieved	16.82% Achieved	The adjusted underlying result is within the desired range of -20% to 20%.
Increased community satisfaction rating with overall performance.	63	61	63	Satisfaction level has improved regarding Council's overall performance. This is also nine points higher than large rural average and two points higher than the state wide average.
Increased staff satisfaction and engagement.	68.3	68.3	72.7	Staff perception of overall performance has increased over time and is in the top quartile among 77 other councils in Victoria.
External financial audits of Council reflect compliance with legislation.	Achieved	Achieved	Achieved	An unqualified audit opinion was signed by VAGO on 22/09/2016 for the 2015/16 financial year.
Increased percentage of current assets compared with current liabilities.	321%	383%	416%	Council's liquidity has improved due to grant funding received in advance and increase in capital works for 2017/18 due to project timing, which has been partly offset by increased payables.

5.3 Performance

5.3.2 Organisational



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

 Major Initiatives	Progress	Status
Drive the Wellington Shire Council Enterprise Agreement No 9 renegotiations to ensure adoption of an effective and workable agreement.	The Fair Work Commission formally ratified the Wellington Shire Council's Enterprise Agreement 9 (EAG). All the work required to implement the changes introduced by our new EAG is now complete.	Complete
Implement Stage 3 of the Information Communications Technology (ICT) Strategic Road Map 2015-17 to achieve organisational wide infrastructure and technology improvements.	The ICT Strategic Roadmap 2015-17 is in its final year. To date, all strategic objectives have been delivered with great success. Major accomplishments of the plan include: Implementation of new infrastructure and technology to facilitate Council's operational requirements, design and delivery of a new Unified Communications System to provide an effective and efficient Council communications system, implementation of Cloud technologies to facilitate new efficiencies across the organisation.	Complete
Manage the Port of Sale Cultural Hub Project ICT and AV design and installation.	This project is progressing well for completion scheduled December 2017.	Ongoing
Plan and implement an organisational wide electronic document and records management system.	Stage one has been completed with a draft Business Classification Scheme now developed which will be used to inform system specification and tender document for a new electronic, document and records management system in the 2017/18 period.	Complete

 CONTINUE



5.3 Performance

5.3.2 Organisational



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

 Major Initiatives	Progress	Status
Implement new Position Descriptions, an automated Appraisal System and KPI reporting database across the organisation.	Position Descriptions were reviewed and finalised using the new templates for all positions. New performance appraisal system ELMO was launched and 2016/17 performance appraisals were completed across the organisation using the new system.	Complete
Adopt and implement the Domestic Wastewater Management Plan (DWMP).	The DWMP was adopted by Council. Memorandum of Understanding (MoU) was signed by water authorities. Planning has now commenced for the development of an inspection regime.	Complete

5.3 Performance

5.3.2 Organisational



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Information Services	<p>The Information Services Business Unit provides reliable systems and infrastructure to support business activities of the Council. It consists of the Information Technology and Information Management teams.</p> <p>The Information Technology team provides day to day IT support to all users and runs network operations. The Information Management team provides electronic document management services, freedom of information legislation services, services associated with the privacy legislation and general records services.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Manage and deliver Information Communication Technology (ICT) services to East Gippsland Shire Council as per the Memorandum of Understanding. (Ongoing). 	2,377	2,455	78

→ CONTINUE

5.3 Performance

5.3.2 Organisational



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
People and Excellence	<p>The People and Excellence Unit provides a range of diverse corporate services to staff, Council and the community. These include Human Resources, People Development and Risk Management.</p> <p>The Human Resources service aims to provide a holistic service for the 'whole of staff life', from recruitment to cessation with the organisation.</p> <p>Risk management services aim to identify and control organisational risks, maximise staff and community safety, and reduce Council's exposure to injury or loss.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Implement a new corporate planning and reporting system to ensure strategic organisational alignment and that reporting capabilities are optimised. (Complete). Review Council's Business Continuity Planning framework to ensure that an effective plan is in place to maintain the continuity of critical business functions in the event of a business interruption event. (Ongoing). Develop an organisation learning and development strategy to ensure that organisation learning needs are identified, prioritised and implemented cost effectively to achieve identified outcomes. (Complete). 	1,801	2,046	245


→ CONTINUE

5.3 Performance

5.3.2 Organisational



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Finance	<p>The Finance Business Unit provides financial, payroll, rating and property valuation services to the organization, 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.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Identify and implement an automated Credit Card module to enable procurement efficiency and compliance. (In Progress-65%) 	(9,516)	2,091	11,607
Municipal Services	<p>The Municipal Services Business Unit is responsible for the provision of a broad range of services including:</p> <ul style="list-style-type: none"> Statutory building service. Environmental health service, including food safety support programs. Local laws, including animal management services. Customer Service. <p>Initiatives</p> <ul style="list-style-type: none"> Develop and implement a Customer Service Strategy that defines the standards required to improve customer satisfaction across all Council services. (In Progress-55%) 	1,637	1,872	235

5.3 Performance

5.3.2 Organisational



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

 Service Indicator / Measure	14/15	Result 15/16	16/17	Comments
FOOD SAFETY				
Timeliness Time taken to action food complaints: [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1 Day	1 Day	1 Day	Council endeavours to action food complaints within 24 hours, including those received outside business hours, at weekends and public holidays. Council received 19 food complaints in the 2016 calendar year. The lower number of food complaints could be due to continuing education for business owners and operators through our standard risk assessment inspection regime.
Service Standard Food safety assessments: [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act, 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100.	87%	94%	91%	All class 1 and class 2 food premises in Wellington Shire are assessed at least once during each financial year. The reporting period for this indicator is calendar year and approximately 91% were assessed during the 2016 calendar year.
Service Cost Cost of food safety service: [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act, 1984].	\$491	\$397	\$367	The new improved on-site inspection process has led to significant reduction in the delivery cost of Council's food safety services for the 579 food premises in Wellington Shire.

→ CONTINUE

5.3 Performance

5.3.2 Organisational



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
FOOD SAFETY				
Health and Safety				
Critical and major non-compliance outcome notifications: (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%	Council is committed to minimising threats to public health and has developed a proactive health promotions and education program for major non-compliance food premises.
ANIMAL MANAGEMENT				
Timeliness				
Time taken to action animal requests: (Number of days between receipt and first response action for all animal management requests / Number of animal management requests).	1.2 Days	1.5 Days	1.3 Days	Local Laws Officers responded to 1,219 domestic animal management requests during the reporting period, with an average initial response time of 1.33 days. Response times for the reporting period are slightly lower than last year due to the addition of a temporary staff member to assist in this area. Animal management requests range from lost, wandering or nuisance pets, barking dogs, domestic animal welfare concerns, dog attacks, reports of dangerous or menacing dogs and reports of illegal breeding activities.


→ CONTINUE

5.3 Performance

5.3.2 Organisational



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
ANIMAL MANAGEMENT				
Service Standard Animals reclaimed: [Number of animals reclaimed / Number of animals collected].	43%	66%	58%	<p>The impoundment/removal of feral cats is now a reporting requirement and as such has reduced the reclaim rate from 65.72% last reporting period to 58.34% this reporting period. During the reporting period, 148 feral cats were removed from the natural environment.</p> <p>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.</p>
Service Cost Cost of animal management service: [Direct cost of the animal management service / Number of registered animals].	\$33.75	\$50.09	\$57.65	<p>An increase in the cost per animal from \$50.09 from the previous reporting period to \$57.65 this reporting period is attributable to: 1) a decrease in the number of registered animals (10,661 for the previous reporting period versus 9,286 this reporting period) and 2) increased activity monitoring domestic animal businesses, in particular breeding establishments. Although the cost of animal management services has increased, so has cost recovery by way of an increase in annual registration fees for breeding establishments. This protects general ratepayers from the financial impact of increased monitoring activities.</p>
Health and Safety Animal management prosecutions: [Number of successful animal management prosecutions].	11	4	17	<p>Wellington Shire Council undertook 17 animal management prosecutions during 2016-17. All were successful. The majority of prosecutions were related to serious dog attacks on livestock which had a significant increase this year.</p>

5.3 Performance

5.3.3 Natural Environment



Strategic Objective: A community focused on sustainable living and the future protection of Wellington's natural environment.

To achieve our objectives in this area we will continue to focus on balancing current and potential future need, with the sustainable capacity of our resources and the conditions of our natural environment. The activities and initiatives for each service category and key strategic activities are described below.

 Strategic Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
Maintain a high community satisfaction rating for overall performance of waste management.	65	67	69	Positive trend is continuing with a two point increase in satisfaction from last year.
Environmentally Sustainable Design principles are incorporated in the construction of new facilities and major upgrades.	Achieved	Achieved	Achieved	Environmentally Sustainable Design principles are incorporated into new facility designs and construction where appropriate, e.g. Wellington Centre.
Decreased percentage of Wellington's residential waste to landfill.	65%	68%	67%	The percentage of waste to landfill has slightly decreased during the 2016/17 period.
Decreased CO ₂ equivalent Council fleet vehicle emissions.	601.77 Tonnes	598.58 Tonnes	566.16 Tonnes	Continuous reduction over the last three years is due to the efficiency of new cars and the rigorous fleet requirements applied to the purchase of new vehicles to meet Council's requirements.
Conditions of the Wellington Shire Council landfill license are met.	5,213 Tonnes	-	-	Data is unable to be provided at this time.
Conditions of the Wellington Shire Council landfill license are met.	Achieved	Achieved	Achieved	Wellington Shire Council landfill license conditions were met as per the requirements under the Environment Protection Act, 1970 and subsequent legislation.



5.3 Performance

5.3.3 Natural Environment



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.


 Major Initiatives	Progress	Status
Establish a five year work plan (with responsible managers) to reduce energy consumption by 5% per year, at Council's top five energy using facilities, utilising Planet Footprint energy monitoring service to document actions implemented and track results.	Facility managers of each site agreed to include this initiative as a priority in their business plans. Planet Footprint data collection was discontinued and alternate energy consumption tracking methodology is yet to be determined.	Ongoing

5.3 Performance

5.3.3 Natural Environment



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.


 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Natural Environment and Parks	<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 to 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>Initiatives</p> <ul style="list-style-type: none"> • Refine and implement the Wetlands Management Process into the Park Service operational plans. (Complete). • Initiate the Depot Nursery Climate Change plant trials. (Complete). • Identify the key recommendations of the Turf Management service review for implementation. (Complete). 	4,482	5,011	429

5.3 Performance

5.3.3 Natural Environment



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

 Service Indicator / Measure	14/15	Result 15/16	16/17	Comments
WASTE COLLECTION				
Satisfaction				
Kerbside bin collection requests: [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000.	28	31	30	Council receives requests for damaged or stolen bins to be replaced, uncollected bins to be collected, and additional bins to be provided. In 2016/17, we received a total of 30 requests per 1,000 households.
Service Standard				
Kerbside collection bins missed: [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000.	2.6	2.5	1.6	Over 1.5 million bin lifts were performed during 2016/17 as part of Wellington Shire's waste collection service which operates within a defined collection boundary within the 11,000km ² municipality. Only 251 bins were reported as missed. An increased awareness on Contractor's behalf led to a significant drop in number of bins missed compared to the last year.
Service Cost				
Cost of kerbside garbage collection service: [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins].	\$63.80	\$63.90	\$65.49	Wellington Shire's kerbside collection includes the weekly garbage waste collection service of 19,012 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.

→ CONTINUE

5.3 Performance

5.3.3 Natural Environment



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

 Service Indicator / Measure	14/15	Result 15/16	16/17	Comments
WASTE COLLECTION				
Service Cost Cost of kerbside recyclables collection service: [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins].	\$44.78	\$44.74	\$46.12	Wellington Shire collects 19,012 recycle bins each fortnight. Council proactively encourages residents to reduce waste from landfill through recycling, providing 120L weekly collection garbage bins and 240L fortnightly collection recycling bins. In addition to its kerbside recycling collection service, which operates within a waste collection boundary, recyclables may be disposed of free of charge to residents, if sorted for disposal at Council transfer stations.
Waste Diversion Kerbside collection waste diverted from landfill: [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100.	35%	32%	33%	Almost 3,500 tonnes of recycling waste were diverted from landfill in 2016/17 which is a slight increase compared to 2015/16. That's an average of 188 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 Performance

5.3.4 Infrastructure



Strategic Objective: Assets and infrastructure that meet current and future community needs.

To achieve our objectives in this area we will continue to focus on balancing current and potential future need, with the sustainable capacity of our resources and the conditions of our built environment. The activities and initiatives for each service category and key strategic activities are described below.

Strategic Indicator / Measure	14/15	Result 15/16	16/17	Comments
Increased community satisfaction rating for overall performance in local roads and footpaths.	56	56	59	Satisfaction level has gradually improved for this service area over the last five years.
Asset condition of Wellington Shire Council roads, buildings, footpaths, playgrounds and toilets.	Sealed Roads: 2	Sealed Roads: 2	Sealed Roads: 2	This is the average asset condition score where: 1: As New 2: Very Good 3: Fair 4: Poor 5: Serious
	Unsealed Roads: 2	Unsealed Roads: 2	Unsealed Roads: 2.5	
	Buildings: 2	Buildings: 2	Buildings: 2	
	Structures: 2	Structures: 2	Structures: 2	
	Playgrounds: 1	Playgrounds: 1	Playgrounds: 1	
	Toilets: 1	Toilets: 1	Toilets: 1	

→ CONTINUE

5.3 Performance

5.3.4 Infrastructure



 Strategic Indicator / Measure	14/15	Result 15/16	16/17	Comments
Increased annual spend on asset renewal as a percentage of total capital expenditure.	63.2%	70%	73.2%	Renewal expenditure percentage has continuously increased over the last three years.
Increased overall performance score - Implementation of the Road Management Plan.	Achieved	Achieved	Achieved	A review of the Road Management Plan was undertaken in 2016-17, in line with requirements of the Road Management Act 2004. Council's Road Management Plan performance is assessed every two years. An audit will be occurring in the second half of 2017. The last review of road and path management received a good result, with no high risk factors identified.
Increased community satisfaction rating with the appearance and cleanliness of public places.	72	76	74	Even though there is a slight decrease from last year's result, Council's performance in this area still meets the importance ranking identified in the survey.
Increased percentage of sealed local roads below the renewal intervention level set by Council.	97%	97%	97%	Wellington Shire Council conducts condition inspections of local roads every three years pursuant to the inspection frequencies within its Road Management Plan. Results from the sealed local road inspection completed in July 2014 state that 97% of the sealed roads within Wellington Shire are at or above the required condition standard.

5.3 Performance

5.3.4 Infrastructure



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

 Major Initiatives	Progress	Status
Progress the Port of Sale Cultural Hub construction project in line with the project plan.	Delivery of the Port of Sale Cultural Hub (Wellington Centre) project is generally in line with the original project plan with the official opening planned for December 2017.	Ongoing
Progress the Port of Sale Precinct (The Port) redevelopment project in line with the project plan.	Delivery of the Port of Sale Precinct (The Port) project is generally in line with the original project plan with the official opening planned for December 2017.	Ongoing
Subject to receipt of State Government funding, support Defence Project AIR 5428 outcomes, by commencing detailed planning and project programming for upgrades at West Sale Airport including runway extension and asphalt overlay, runway lighting and other associated works.	State Government funding of \$5M received and a detailed project plan developed. Construction scheduled to take place throughout the 17/18 and 18/19 financial years.	Complete

5.3 Performance

5.3.4 Infrastructure



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Assets and Projects	<p>The Assets and Projects Business Unit manages a diverse range of services for Council including:</p> <p>Project Management - Which includes the implementation and management of capital projects from across the organisation in the order of \$28 million - \$45 million per annum.</p> <p>Asset Management and Information Systems - Which incorporates asset and financial reporting and asset plan development, and assists with ensuring that all long-term infrastructure renewal requirements are properly accounted for, with a sound information basis.</p> <p>Infrastructure Planning - Which focuses heavily on new infrastructure development opportunities that have a strong external funding emphasis.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Progress the Residential Road and Street Construction Plan projects in line with the implementation plan. (Complete). • Oversee the supervision of the Princess Highway/Cobains Road Roundabout project in line with the project plan. (In Progress-95%). • Construct the Park Street Bridge, Sale as per the project plan. (In Progress-75%). • Progress the Cowwar Recreation Reserve Clubrooms redevelopment project in line with the project plan. (Deferred). 	3,021	3,298	277

→ CONTINUE



5.3 Performance

5.3.4 Infrastructure



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Built Environment	<p>The Built Environment Business Unit manages Council's building and infrastructure assets including:</p> <p>Facilities - Managing Council's building assets and infrastructure to ensure long term sustainability of effective service delivery for operational and community purposes.</p> <p>Planning - Effectively plan for the renewal and improvement of Council's infrastructure.</p> <p>Commercial Facilities Management - Manage a range of commercial property portfolios including strategic projects in addition to completing the transactions for property acquisitions, disposal and transfers. (This service area was transferred to Business Development unit for the last quarter of the year).</p> <p>Road Management and Operations - Manage the maintenance of Council's road infrastructure in a coordinated way to maximise benefit to the community and road users.</p>	2,762	5,157	2,395

 CONTINUE

5.3 Performance

5.3.4 Infrastructure



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Built Environment	<p>Initiatives</p> <ul style="list-style-type: none"> Finalise Operational Review for Yarram Aerodrome and present to West Sale Airport and Yarram Aerodrome Strategic Advisory Group. (Complete). Review land identified as surplus to Council's requirements and update Land Sales Strategy. (Complete). Finalise a Stormwater Management Plan which identifies levels of service and service gaps for all townships, supported by a capital works program. (In Progress -50%). Initiate a minimum of four projects identified within the Residential Road and Street Construction Plan to the stage of public meetings and formal survey. (Complete). Complete a review of Council's level of service for bituminous surfacing in residential streets and courts. (Complete). Implement year 3 of the Boating Facilities Action Plan. (Complete). Undertake a review of the 2013 - 2016 Boating Facilities Strategic Plan. (In Progress-15%). 	2,762	5,157	2,395

5.3 Performance

5.3.4 Infrastructure



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
ROADS				
Satisfaction of Use Sealed local road requests: (Number of sealed local road requests / Kilometres of sealed local roads) x100.	12%	16%	16%	In 2016/17, Council received a total of 236 customer action requests for sealed roads which is comparable to the previous year. A range of factors influences the community contacting Council in relation to sealed roads, which may include the adverse impact of weather events.
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%	Wellington Shire Council conducts condition inspections of local roads every three years pursuant to the inspection frequencies within its Road Management Plan. Results from the sealed local road inspection completed in July 2014 state that 97% of the sealed roads within Wellington Shire are at or above the required condition standard.
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	The area of sealed road reconstruction, as well as the scope of the works, varied in comparison to previous years data. Additionally, some reconstruction was completed in more complex urban environments, resulting in some higher costs relative to the area reconstructed.

→ CONTINUE

5.3 Performance

5.3.4 Infrastructure



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

 Service Indicator / Measure	14/15	Result 15/16	16/17	Comments
ROADS				
Service Cost Cost of sealed local road resealing: (Direct cost of sealed local road resealing / Square metres of sealed local roads ressealed).	\$4.71	\$3.71	\$3.09	Wellington Shire Council continues to procure road resealing services in a cost effective manner. A modest reduction in cost resulted from the type of treatments completed within 2016/17 program, relative to the previous year.
Satisfaction Satisfaction with sealed local roads: (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	52	53	56	Results from the 2016 Community Satisfaction Survey show an increase in residents' satisfaction rating for Wellington Shire's sealed local roads to 56% which is 13 points higher than the average for similar large rural councils. Council is responsible for a road network of 3,100 km, of which 1,506 km are sealed.

5.3 Performance

5.3.5 Land Use Planning



Strategic Objective: *Appropriate and forward looking land use planning that incorporates sustainable growth and development.*

To achieve our objective in this area we aim to develop and improve forward looking land use planning policies and plans that guide and support sustainable growth and appropriate land use and development. The activities and initiatives for each service category and key strategic activities are described below.

 Strategic Indicator / Measure	14/15	Result 15/16	16/17	Comments
Planning applications received.	419	420	441	A strong level of development activity in Wellington Shire continues to be evident with 441 new planning permit applications/ amendments received.
Total value of municipal development.	\$85.5m	\$54.1m	\$59.1m	The total estimated cost of works for planning permits issued remains significantly higher than the Victorian rural average of \$6.02 million.
Increased percentage of planning applications processed within statutory timeframes.	97%	96%	93%	Wellington Shire continues to provide an efficient planning permit service, well above the Victorian rural average of 77%.
Number and percentage of applications appealed to VCAT.	1 and 0.2%	2 and 0.4%	2 and 0.4%	Two planning permit determinations were made by VCAT, which supported Council's original decision.
Number and percentage of VCAT appeals that support Council's decision.	1 and 100%	2 and 100%	2 and 100%	Two Council decisions to approve permits were upheld by VCAT.
Increased number of planning application decisions made within 60 days.	486	489	416	Wellington Shire continues to provide an efficient planning permit service compared to the Victorian rural average.



5.3 Performance

5.3.5 Land Use Planning



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

 Major Initiatives	Progress	Status
Implement the North Sale Development Plan and Developer Contributions Plan into the Planning Scheme to support well planned housing growth.	The draft North Sale Development Plan is well progressed and will be completed early in the 2017/18 financial year following final traffic and drainage investigations.	In Progress (75%)
Facilitate the release of industrial land in Wurnuk/West Sale to support economic growth.	With the support of State Government funding, consultants have been appointed to commence the Wurnuk/West Sale Industrial Land Use Strategy to facilitate the future industrial rezoning of land identified in the Sale, Wurnuk and Longford Structure Plan. Community and stakeholder engagement will be undertaken as the project progresses in 2017/18.	In Progress (15%)

5.3 Performance

5.3.5 Land Use Planning



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.


 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Land Use Planning	<p>The Land Use Planning Business Unit is responsible for the provision of the following services:</p> <ul style="list-style-type: none"> • Statutory planning service. • Strategic land use planning service. <p>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>Initiatives</p> <ul style="list-style-type: none"> • Implement the Heritage Study (Stage 2) into the Planning Scheme to protect the Shire's heritage assets. <i>(Complete)</i>. 	977	1,368	391
Wellington Coast Subdivision Strategy	<ul style="list-style-type: none"> • The Wellington Coast Subdivision Strategy Project Manager is responsible for implementing the Ninety Mile Beach Plan Voluntary Assistance Scheme. Expenditure for 2016/17 is funded through unspent State Government grant funding carried forward. 	337	489	152

5.3 Performance

5.3.5 Land Use Planning



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
STATUTORY PLANNING				
Timeliness Time taken to decide planning applications: [The median number of days between receipt of a planning application and a decision on the application].	52	48	58	Council achieved a result of 58 for the median number of days between receipt of a planning application and a decision being made, which was an increase on the year prior due to resourcing changes during the 15/17 financial year, although still well within the expected range.
Service Standard Planning applications decided within 60 days: [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100.	97%	96%	93%	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 93% of regular applications and 100% of VicSmart applications being decided in these timeframes, compared to the rural average of 77% and 91% respectively.
Service Cost Cost of statutory planning service: [Direct cost of statutory planning service / Number of planning applications received].	\$1,944.20	\$1,989.80	\$2,265.12	Council received 388 new planning permit applications in 2016/17. The cost to deliver the service was \$878,865 which equates to a cost of \$2,265.12 per new planning application received. The cost of the service has increased from the 2015/16 result, in part, in response to a reduced number of new applications being received during 2016/17. It should be noted the State Government increased planning application fees in October 2016 resulting in additional revenue that provides an offset against the increase in expenditure.
Decision Making Council planning decisions upheld at VCAT: [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100.	100%	100%	100%	In 2016/17, VCAT upheld two Council decisions to grant planning permits.

5.3 Performance

5.3.6 Economy



Strategic Objective: Supported business growth and employment, lifestyle opportunities and a vibrant tourism sector.

To achieve our economic objective, we aim to investigate (on behalf of the community) appropriate long term income generating opportunities. We aim to support business (public and private) and tourism activities, and to maximise investment in the Shire. The activities and initiatives for each service category and key strategic activities are described below.

 Strategic Indicator / Measure	14/15	Result 15/16	16/17	Comments
Increased local employment rates.	Achieved	Not Achieved	Achieved	Unemployment rates: July to September 2016 quarter 7.1%, January to March 2017 quarter 6.6% (Data from Department of Employment)
Increased Wellington Shire visitor rates.	Achieved	Achieved	Achieved	Domestic overnight visitors had 19.2% increase from March 2016 to March 2017. Domestic visitor nights had 26.3% increase from March 2016 to March 2017. (Data from Destination Gippsland)
Increased Visitor Information Centre visitations.	Achieved	Achieved	Not Achieved	11.6% decrease in visitors to Information Centres. 14% increase to website sessions and 28% increase to Facebook likes.
Increased population growth in municipality.	Achieved	Not Achieved	Achieved	Population has increased to 42,871 based on 2016 Census data which is an increase of 3.7% since 2011.

→ CONTINUE



5.3 Performance

5.3.6 Economy



 Strategic Indicator / Measure	14/15	Result 15/16	16/17	Comments
Number of planned Wellington Shire Council business development activities delivered.	30	42	19	Council continues to facilitate numerous business development forums and activities.
Increased local business participation in business development activities.	1,550	1,248	808	Following the creation of the new Business Development Unit in March 2017, participation in business development activities has been redefined.



5.3 Performance

5.3.6 Economy



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

 Major Initiatives	Progress	Status
Develop a report and roadmap to address further economic and social opportunities as a result of expansion of RAAF Base East Sale.	Council received funding from Regional Development Victoria to investigate the social and economic opportunities from Defence Project AIR 5428. AEC Group tabled the Economic and Social Opportunities Arising from Defence Project AIR 5428 report to Council in April.	Complete
Strongly advocate for the relocation of the Federation Training's Fulham campus to Sale's CBD, and in doing so improve accessibility to education and training outcomes for the Wellington community.	Council has strongly advocated to State Government for improved access to post-secondary education. Council's advocacy has been informed by evidence from local industry and TAFE customers who have identified the currently service provision as inadequate.	Ongoing

5.3 Performance

5.3.6 Economy



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Economic Development	<p>Council's Economic Development service aims to enhance and grow the diverse economy of this Shire and drive key Council Strategic projects.</p> <p>Business Development - This service is responsible for all business and industry development support within Council. The services provided vary widely, from providing advice and referral to start-up businesses to multi-million dollar developments. A key function of Business Development is to link business with Government, and vice versa, facilitating supporting infrastructure and lobbying.</p> <p>Tourism Development - This service provides support, direction and guidance for the tourism industry in the Shire. Regional marketing and promotion initiatives are developed in conjunction with industry. Administration oversight is provided to the Visitor Information Centres at Sale, Maffra and Yarram. A key function of the tourism section is the facilitation of industry development, including structures, training and education.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Seek funding to develop a business case for the extension of the Great Southern Rail Trail through to Yarram and Port Albert, in order to increase visitation and business opportunities in adjacent areas. (In Progress 65%) Implement the action plan associated with Wellington Shire Economic Development Plan 2016-2022. (Complete) Advocate, in partnership with other Gippsland Shires, for increases and enhancements of V-line services to Gippsland to improve connectivity and access for residents. (Ongoing) 	910	911	1

5.3 Performance

5.3.7 Community Wellbeing

Strategic Objective: *Enhanced health and wellbeing for the whole community.*

To achieve our objective, we will identify and promote opportunities that encourage people in our communities to participate in a wide range of activities. We will focus our service delivery on promoting health and wellbeing opportunities for people in our communities. The activities and initiatives for each service category and key strategic activities are described below.

 Strategic Indicator / Measure	Result		Comments
	14/15	15/16	
Increased opportunity for people to access footpaths and bikeways, tracks and trails.	6.2km	6.94km	7.03km Increased length of 7.03km of footpaths giving a total length of 267km of Council managed footpaths.
Increased community satisfaction rating for overall performance of recreational facilities.	73	73	72 Council's performance rating for recreational facilities is on par with the importance rating given by the community during community satisfaction survey which suggests council is performing as per community expectation in this service area.
Enhanced overall Municipal Emergency Management Planning performance.	74	73	72 The Customer Satisfaction Survey lists Disaster and Emergency Management as the service considered most important by the community. There has been a decline in Council Performance of one point over the past year which has increased the gap between community importance and Council performance. Even so, Wellington is performing two points higher than both Large Rural shires and state-wide averages.
Support provided to volunteers/community groups via grants and development opportunities. Local creative endeavours are supported through grant allocations and other initiatives.	\$261,783	\$218,318	\$205,875 Community Assistance Grants.
	\$79,923	\$121,871	\$104,739 Quick Response Grants.


→ CONTINUE



5.3 Performance

5.3.7 Community Wellbeing



 Strategic Indicator / Measure	Result		Comments
	14/15	15/16	
Rates of access and participation in a range of arts and cultural activities.	14,902	14,072	18,342 Art Gallery visits.
	19,721	22,536	19,912 Entertainment Centre visits.
	181,114	184,834	178,390 Library visits.
Increased percentage of community members as active WSC library members.	15.4%	13.4%	13.6% Wellington Shire Libraries offer a broad range of popular programs including author talks, baby rhyme times, and toddler story time and school holiday programs. These are well attended and open to both library members and non-members within the municipality.
Increased number of visits to WSC aquatic facilities per head of municipal population.	4.55	4.75	5.01 In 2016/17, we recorded 214,984 visits to Wellington Shire's swimming pools. (This equates to an average of around 5.1 visits per Wellington Shire resident and is an increase of 7.1% recorded entries in the previous year).
Decreased time taken to action food complaints.	1 Day	1 Day	1 Day Council endeavours to action food complaints within 24 hours, including those received outside business hours, including at weekends and public holidays. Council only received 39 food complaints in the 2016 calendar year. The Lower number of food complaints could be due to continuing education for business owners and operators through our standard risk assessment inspection regime.

5.3 Performance

5.3.7 Community Wellbeing



The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 budget for the year.

Major Initiatives	Progress	Status
Support the development of Yarram Early Learning Inc. to ensure the service is not dependent on a Council subsidy beyond June 2017.	Council provided financial support to Yarram Early Learning Centre to assist with cash flow issues in January 2017. Enrolments at the Centre remain at 85% capacity. A new committee was elected at the Annual General Meeting in early June 2017 with four (out of the nine) positions on the committee filled by committee members who were re-elected.	Complete
Facilitate stakeholder engagement throughout the development and delivery of the Gippsland Regional Sporting Complex Stage 2A.	Completion of tender documentation for the construction of Stage 2A of GRSC included sign off from all three presidents of Wellington Hockey Clubs. Stakeholder group representatives also provided input to the proposed fees and charges and gave 'in principle' agreement to the adoption of the fee structure. A GRSC User Group has been re-established, with revised membership to include representatives from the key organisations expecting to use the new synthetic pitch and pavilion, as well as representation from current key user groups and one Councilor.	Ongoing
Plan for the upgrade of Maffra Gymnastics Club and investigate further enhancements at Cameron Sporting Complex.	Strategic planning work for the project has been completed. Options to be presented to Council in July, with a funding application to be lodged in August 2017.	Complete
Oversee a review and update of Wellington 2030 and facilitate a comprehensive service review process across the organisation.	Wellington 2030 Community Vision was adopted by Council on 16 May 2017. The Service Review process was completed and there is now a process in place to build upon service reviews and develop a framework for service planning across the organization.	Complete

5.3 Performance

5.3.7 Community Wellbeing



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Community Wellbeing	<p>Community Wellbeing Business 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> <p>Services include:</p> <ul style="list-style-type: none"> • Community Planning • Access and Inclusion • Youth Liaison • Transport Project • Arts Development 	1,434	1,845	411

→ CONTINUE

5.3 Performance

5.3.7 Community Wellbeing



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Community Wellbeing	Initiatives <ul style="list-style-type: none"> Undertake consultation and planning to ensure the development of a first draft of the Municipal Public Health and Wellbeing (Healthy Wellington) plan (2017-21) by June 2017. (Complete) Develop Wellington Age Friendly Plan. (Complete) Complete a review of the Wellington Responsible Gaming Policy. (Complete) Finalise the Youth Council Development Strategy and achieve planned actions for 2016-17. (In Progress-80%). Facilitate delivery of two key outcomes in the 2015-2018 Community Engagement Strategy Action Plans. (Ongoing) Ensure implementation of Council-led responsibilities for 2016-17 in the Healthy Wellington Action Plan. (Complete) Finalise the Municipal Early Years Plan with support from key partners and achieve planned actions for 2016-17. (In Progress-90%). 	1,434	1,845	411

→ CONTINUE

5.3 Performance

5.3.7 Community Wellbeing



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Arts and Culture	<p>The Arts and Culture Business Unit assists 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>Services include:</p> <ul style="list-style-type: none"> Gippsland Art Gallery Libraries ESSO BHP Billiton Wellington Entertainment Centre 			
	<p>Initiatives</p> <ul style="list-style-type: none"> Provide access to hearing loop facilities at all public library branches for hearing augmentation. (Complete). Investigate and evaluate a replacement box office ticketing system for the Entertainment Centre. (Complete). Identify a digital asset management system for library and art gallery collections. (Complete). Introduce patron self-checkout units at Sale Library. (Complete). Develop a program of annual exhibitions at Gippsland Art Gallery Sale designed to encourage emerging artists in Gippsland. (Complete). Implement Droimleinn major children's literature and illustration exhibition at Yarran Library, in partnership with State Library of Victoria. (Complete). 	2,073	2,171	98

→ CONTINUE

5.3 Performance

5.3.7 Community Wellbeing



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Active Communities (Business unit formerly known as 'Healthy Lifestyles' was split into two business units as Active Communities and Leisure Services).	<p>The Active Communities Business Unit provides services and functions directed at fostering a healthier and more active community. Active Communities achieves this through community infrastructure planning, the support to community committees and the facilitation and provision of a range of recreation, fitness and community activities and programs.</p> <p>Services include:</p> <ul style="list-style-type: none"> Planning for and supporting recreation facilities that encourage the community to participate in physical and general wellbeing activities. Planning for the development of community infrastructure that addresses community service needs. <p>Initiatives</p> <ul style="list-style-type: none"> Establish a process that enables development and maintenance of 10 year capital planning of community facilities for Council approval. (Complete). Conduct a review of the community assistance grants program and implement recommendations prior to the opening of the 2016/17 Community Assistance Grants Program. (Complete). Review Current Section B6 structures that are currently in place and make appropriate recommendations to be considered by Council. (In Progress-95%). Facilitate stakeholder engagement throughout the delivery of the Cowwarr Recreation Reserve Clubroom Redevelopment. (Complete). Apply the Community Facilities Strategy to all relevant decisions involving projects that impact community facilities. (Ongoing). 	1,344	1,977	633

→ CONTINUE

5.3 Performance

5.3.7 Community Wellbeing



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Leisure Services	<p>The Leisure Services Lifestyles 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.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Ensure Council owned recreation facilities are managed sustainably, are fully utilized and accessible to people of all abilities. <p>Initiatives</p> <ul style="list-style-type: none"> • Complete a business case for the redevelopment of 25 metre indoor pool at Aqua Energy in Sale. (Complete). • Implement the 2016/17 priorities emanating from the 2015-2020 Aquatic Strategy. (In Progress-90%). • Inform Aqua Energy's business decisions through the cost allocation model data. (Ongoing). • Implement actions and recommendations from the Leisure Services Marketing Plan as a tool to increase memberships and participation rates. (Complete). • Implementation of the 2016/17 Aqua Energy and Gippsland Regional Sporting Complex Business Plan. (Complete). 	1,635	1,539	(96)

→ CONTINUE



5.3 Performance

5.3.7 Community Wellbeing



The following statement provides information in relation to the services funded in the 2016/17 budget and the persons or sections of the community who are provided the service.

 Business Area	Description of Services Provided	Net Cost (\$000)	Actual Budget (\$000)	Variance (\$000)
Emergency Management	<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> <p>Initiatives</p> <ul style="list-style-type: none">• Ensure implementation of all municipal responsibilities identified in the Municipal Emergency Management Plan. (Ongoing).• Ensure implementation of all municipal responsibilities identified in the Municipal Fire Management Plan. (Ongoing).	409	479	70

5.3 Performance

5.3.7 Community Wellbeing



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
AQUATIC FACILITIES				
Service Standard Health inspections of aquatic facilities: [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities].	1	1	1	Wellington Shire Council operates one indoor aquatic, all year facility in Sale and five outdoor seasonal aquatic facilities (Heyfield, Mafta, Rosedale, Stratford and Yarram). All six facilities are inspected at least once per year.
Service Standard Reportable safety incidents at aquatic facilities: [Number of WorkSafe reportable aquatic facility safety incidents].	1	0	1	The safety and quality of one indoor all year facility and five outdoor seasonal facilities has been maintained throughout the year with only one minor incident.
Service Cost Cost of indoor aquatic facilities: [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities].	\$4.43	\$5.16	\$4.84	During 2016/17, Wellington Shire Council's only indoor aquatic, all-year facility in Sale (Aqua Energy) operated at a cost to Council of \$931,616 and recorded 192,521 visitors. This resulted in an average cost per visitation of \$4.84. The decrease in subsidy per visit is attributable to increased attendances at Aqua Energy.


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5.3 Performance

5.3.7 Community Wellbeing



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

 Service Indicator / Measure	14/15	Result 15/16	16/17	Comments
AQUATIC FACILITIES				
Service Cost Cost of outdoor aquatic facilities: (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities).	\$17.73	\$16.16	\$21.41	Wellington Shire Council operates five outdoor seasonal aquatic facilities - at Heyfield, Maffra, Ruxedale, Stafford, and Yarram. The combined cost to Council of operating these facilities during 2016/17 was \$480,931. The combined total visitations to the five pools was 22,463, a reduction of around 7% from the previous year. Increases in service provision and maintenance requirements resulted in increases in facility operating costs above that of 2015/16.
Utilisation Utilisation of aquatic facilities: (Number of visits to aquatic facilities / Municipal population).	4.55	4.75	5.01	The combined number of visits recorded at Council's indoor and outdoor aquatic facilities during 2016/17 was 214,984. This equates to an average of just over five aquatic facility visits per Wellington Shire resident for the year.

→ CONTINUE

5.3 Performance

5.3.7 Community Wellbeing



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
LIBRARIES				
Utilisation Library collection usage: [Number of library collection item loans / Number of library collection items].	2.47	2.54	1.99	Wellington Shire Library's collection is available through six branches and four Outreach sites at local Community Houses to cover the 11,000km ² municipality. Wellington joined the SWIFT consortium in July 2016 which enables users to request items from every member library's collection without additional charge. Loans variance is due to longer SWIFT loan periods, fewer Outreach sites which are not utilised as well as the previous Mobile Library, and an overall decline in branch loans.
Resource Standard Standard of library collection: [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100].	35.79%	41.38%	47.76%	Our book and audio-visual stock continues to be refreshed with contemporary material each year, which has resulted in our standard of library collection meeting the expected percentage range.
Service Cost Cost of library service: [Direct cost of the library service / Number of visits].	\$6.50	\$6.58	\$6.54	Wellington Shire's library facilities provide value and service across the Shire, with a cost reduction in 2016/17. 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 rural communities at some distance from the six library branches at the major town centres.

→ CONTINUE



5.3 Performance

5.3.7 Community Wellbeing



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

 Service Indicator / Measure	Result			Comments
	14/15	15/16	16/17	
LIBRARIES				
Participation Active library members: (Number of active library members / Municipal population) x 100;	15.4%	13.4%	13.6%	Wellington Shire's 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 both library members and non-members within the municipality. Council continues to actively promote library membership across all sectors of the community, resulting in a 1.5% increase in active library membership.

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 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.

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'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.

21 3

ORDINARY COUNCIL
MEETINGS

SPECIAL COUNCIL
MEETINGS

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>.

Council held the following meetings during 2016/17:

- 21 x Ordinary Council Meetings
- 3 x Special Council Meetings

6.1 Governance

6.1.2 Councillor Meeting Attendance 2016/17

The following table provides a summary of Councillor attendance at Council meetings and Special Council meetings for the 2016/17 financial year.

1 July 2016 - 22 October 2016

Councillor	Ordinary Meeting	Special Meeting	Total
 Cr Darren McCubbin (Mayor)	8	0	8
 Cr Bob Wenger (Deputy Mayor)	8	0	8
 Cr Carolyn Crossley	8	0	8
 Cr Emilie Davine	8	0	8
 Cr John Duncan	8	0	8
 Cr Malcolm Hole	8	0	8
 Cr Peter Cleary	7	0	7
 Cr Scott Rossetti	6	0	6
 Cr Patrick McIvor	5	0	5

3 November 2016 - 20 June 2017

Councillor	Ordinary Meeting	Special Meeting	Total
 Cr Ian Bye	13	3	16
 Cr Keith Mills	13	3	16
 Cr Malcolm Hole	12	3	15
 Cr Gayle Maher	12	3	15
 Cr Scott Rossetti	12	3	15
 Cr Garry Stephens	12	3	15
 Cr Carolyn Crossley (Mayor)	11	3	14
 Cr Darren McCubbin	12	2	14
 Cr Alan Hall (Deputy Mayor)	11	2	13

6.1 Governance

6.1.3 Special Committees

The Local Government Act, 1989 allows for the establishment of one or more Special Committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

The following lists all current Special Committees of Wellington Shire Council and their purpose.

Special Committee	2016/17 Representative	Purpose
Briargolong Quarry Reserve Committee	Cr Keith Mills	To protect, promote and develop the Briargolong Quarry Reserve.
Briargolong Recreation Reserve Committee	Cr Keith Mills	To protect, promote and develop the Briargolong Recreation Reserve.
Cameron Sporting Complex Committee	Cr Malcolm Hole	To protect, promote and develop the Cameron Sporting Complex, Moffra.
Gordon Street Reserve Committee	Cr Malcolm Hole	To protect, promote and develop the Gordon Street Reserve, Heyfield.
Maffra Recreation Reserve Committee	Cr Carolyn Crossley	To protect, promote and develop the Maffra Recreation Reserve.
Newry Recreation Reserve Committee	Cr Keith Mills	To protect, promote and develop the Newry Recreation Reserve.
Sale Performance Space Fundraising Committee	Cr Darren McCubbin	<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>



6.1 Governance

6.1.3 Special Committees

List of Advisory Committees

- Aqua Energy User Group Committee
- Audit & Risk Committee
- CEO Performance Review Committee
- Esso BHP Billiton Wellington Entertainment Centre Advisory Group
- Gippsland Art Gallery Advisory Group
- Place Names Committee
- Remuneration Committee
- Stephenson Park Advisory Committee
- Strategic Land Use Planning Projects Review Group
- Swing Bridge & Precinct Advisory Group
- Wellington Access & Inclusion Advisory Group

Committees of Other Organisations (Delegates)

- Gippsland Climate Change Network Incorporated
- Gippsland Local Government Network (GLGN)
- Gippsland Local Government Waste Forum
- Monash University East Gippsland Regional Clinical School Community Advisory Committee
- Municipal Association of Victoria (MAV)
- National Sea Change Task Force
- 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 Governance

6.1.4 Code of Conduct

In accordance with section 76 C (2) of the Local Government Act, 1989, Council must, within the period of four months after a general election:

- a. Call a special meeting solely for the purpose of reviewing the Councillor Code of Conduct; and
- b. At that special meeting, approve any amendments to be made to the Councillor Code of Conduct determined by the Council to be necessary following the review of the Councillor Code of Conduct.


On 20 December 2016, Council adopted (via Special Council Meeting) a revised Councillor Code of Conduct which 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,



 Council's Code of Conduct was adopted on 20 December 2016.

6.1 Governance

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 2016/17, 11 conflicts of interest were declared at Council and Special Committee meetings.

Date of Conflict of Interest Nominated	Councillor	Conflict of Interest - Council Meetings
6 September 2016	Cr Darren McCubbin	Direct - Esso BHP Billiton Wellington Entertainment Centre Advisory Group Minutes.
20 September 2016	Cr Emilie Davine	Indirect - North Sale Growth Area - Draft Response Plan.
20 September 2016	Cr Carolyn Crossley	Indirect - Community Assistance Grants.
20 September 2016	Cr Patrick Mulvor	Indirect - Community Assistance Grants.
18 April 2017	Cr Malcolm Hole	Direct - Heyfield Low Density Residential Land Supply Study.
18 April 2017	Cr Malcolm Hole	Direct - Strategic Planning Update January to March 2017.
18 April 2017	Cr Carolyn Crossley	Indirect - Planning Permit Application P286/2016.
18 April 2017	Cr Ian Bye	Indirect - Reviewing Council's Responsible Gaming Policy.
18 April 2017	Cr Malcolm Hole	Indirect - Reviewing Council's Responsible Gaming Policy.
16 May 2017	Cr Ian Bye	Indirect - Longford Development Plan - Status Report.
16 May 2017	Cr Garry Stephens	Indirect - Community Assistance Grants - Events and Projects March 2017.

6.1 Governance

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 2016 to 30 November 2016, the Councillor annual allowance upper limit for a category two Council (as defined by the Local Government Act 1989) was fixed at \$24,127 per annum and the allowance upper limit for the Mayor was \$74,655 per annum. The Minister for Local Government approved an annual adjustment of 2.5 per cent to take effect from 1 December 2016. The annual allowance upper limits were adjusted for the period 1 December 2016 to 30 June 2017 to \$24,730 per annum for the Councillor allowance and \$76,521 per annum for the Mayoral allowance.

This table contains a summary of the allowances paid to each Councillor during the 2016/17 year.

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

Councillor	Term of Office (During Financial Year)	\$ Allowance
 Cr Carolyn Crossley	1 July 2016 to 30 June 2017 <i>(Mayor: 3 November 2016 to 30 June 2017)</i>	\$62,956
 Cr Darren McCubbin	1 July 2016 to 30 June 2017 <i>(Mayor: 1 July 2016 to 21 October 2016)</i>	\$43,215
 Cr Malcolm Hole	1 July 2016 to 30 June 2017	\$25,934
 Cr Scott Rossetti	1 July 2016 to 30 June 2017	\$25,934
 Cr Ian Bye	3 November 2016 to 30 June 2017	\$17,683
 Cr Alan Hall	3 November 2016 to 30 June 2017	\$17,683
 Cr Gayle Maher	3 November 2016 to 30 June 2017	\$17,683
 Cr Keith Mills	3 November 2016 to 30 June 2017	\$17,683
 Cr Garry Stephens	3 November 2016 to 30 June 2017	\$17,683
 Cr Peter Cleary	1 July 2016 to 21 October 2016	\$8,252
 Cr Emilie Davine	1 July 2016 to 21 October 2016	\$8,252
 Cr John Duncan	1 July 2016 to 21 October 2016	\$8,252
 Cr Patrick McIvor	1 July 2016 to 21 October 2016	\$8,252
 Cr Bob Wenger	1 July 2016 to 21 October 2016	\$8,252
TOTAL		\$287,721

6.1 Governance

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 2016/17 year are shown on the next page.

Note: No expenses were paid by Council, including reimbursements, to members of Council Committees during the year.



6.1.7 Councillor Expenses

Councillor	Term of Office (During Financial Year)	Travel	Car Mileage	Child Care	Info and Comm	Conf. and Training	\$ Total
 Cr Malcolm Hole	1 July 2016 to 30 June 2017	\$5,236	-	-	\$2,060	\$3,825	\$11,121
 Cr Darren McCubbin	1 July 2016 to 30 June 2017 (Mayor 1 July 2016 to 21 October 2016)	\$2,835	\$1,949	-	\$1,496	\$3,200	\$9,480
 Cr Carolyn Crossley	1 July 2016 to 30 June 2017 (Mayor 3 November 2016 to 30 June 2017)	\$1,833	\$2,008	-	\$735	\$3,425	\$8,001
 Cr Alan Hall	3 November 2016 to 30 June 2017	\$5,965	-	-	\$263	\$990	\$7,218
 Cr Gayle Maher	3 November 2016 to 30 June 2017	\$5,804	-	-	\$301	\$1,043	\$7,148
 Cr Garry Stephens	3 November 2016 to 30 June 2017	\$3,412	-	-	\$353	\$1,261	\$5,026
 Cr Bob Wenger	3 November 2016 to 30 June 2017	\$960	\$1,355	-	\$968	\$554	\$3,837
 Cr Ian Bye	3 November 2016 to 30 June 2017	\$658	-	-	\$336	\$864	\$1,858
 Cr Scott Rossetti	3 November 2016 to 30 June 2017	-	-	-	\$675	\$826	\$1,501
 Cr Keith Mills	1 July 2016 to 21 October 2016	-	-	-	\$623	\$829	\$1,452
 Cr Emille Davine	1 July 2016 to 21 October 2016	-	-	\$473	\$735	\$178	\$1,386
 Cr John Duncan	1 July 2016 to 21 October 2016	\$221	-	-	\$691	\$154	\$1,066
 Cr Peter Cleary	1 July 2016 to 21 October 2016	\$504	-	-	\$186	\$154	\$844
 Cr Patrick Midvor	1 July 2016 to 21 October 2016	-	-	-	\$367	\$154	\$521
TOTAL		\$27,428	\$5,312	\$473	\$9,789	\$17,457	\$60,459

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 three-year term. 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

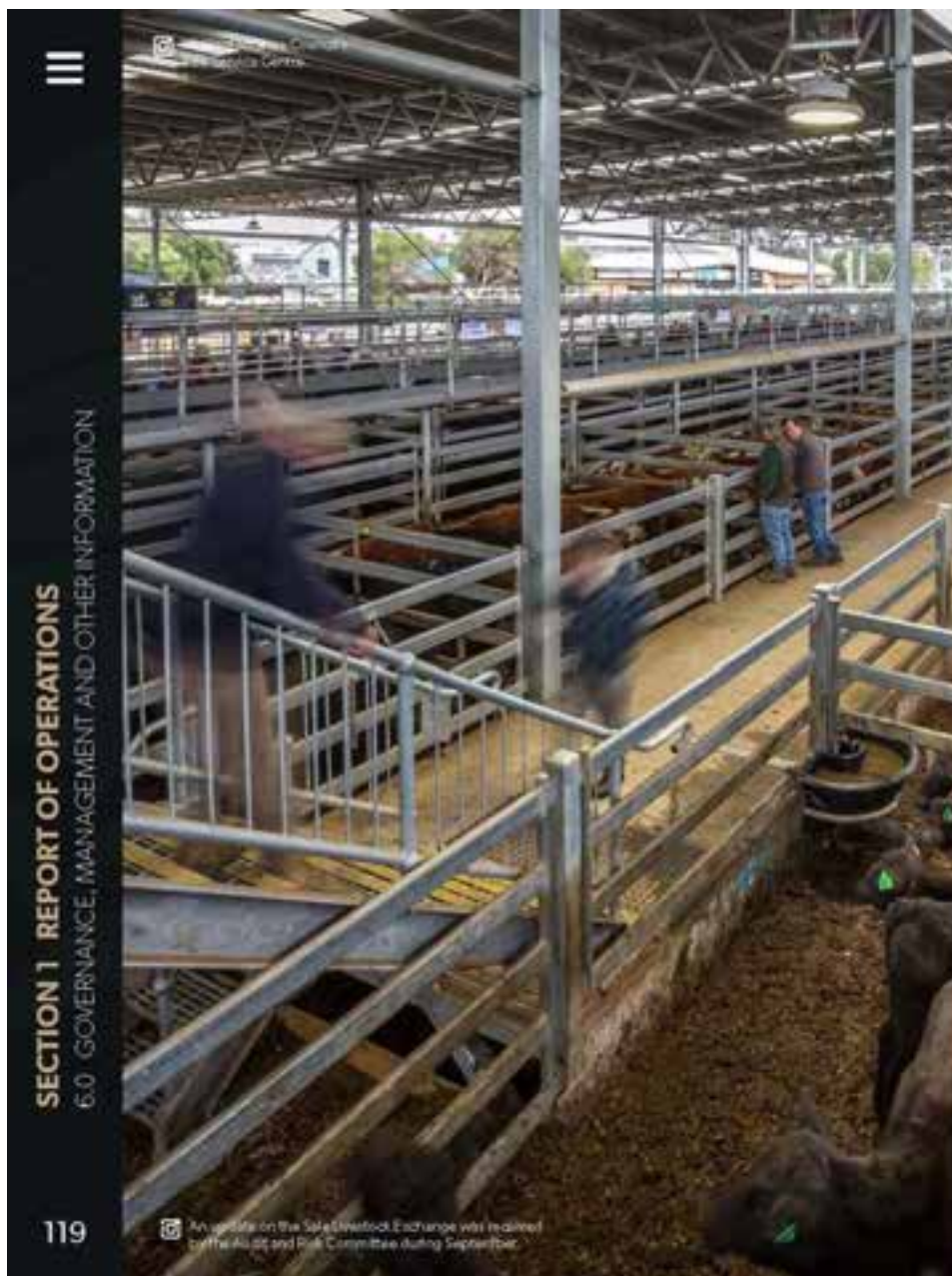
to present reports. Each year the external auditors provide an external audit plan and independent audit report.

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

The Committee met on four occasions during 2016/17, providing advice to Council on a wide range of issues including:

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





6.2 Management

6.2.1 Audit and Risk Committee

Other key outcomes for the 2016/17 year are summarised below.

In September 2016 the Committee:

- Adopted in-principle the 2015/16 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 2016.
- Considered and received the internal audit reports on Business Continuity Planning and Disaster Recovery and Follow-up of Agreed Actions from Prior Year Internal Audit Reports.
- Received an update on the process to appoint a candidate for the independent member term expiring on 28 October 2016.
- Received and noted the report by the Victorian Auditor-General on Local Government Service Delivery: Recreational Facilities.
- Received and noted the report by the Victorian Ombudsman on Misuse of Council Resources.
- Noted the Chairman's report for the period ending 30 June 2016.
- Received and noted an update on the Sale Livestock Exchange.
- Received and noted an annual update on the Road Management Act processes.
- Received a verbal update on Council's submission to the 'Act for the Future' Directions Paper, a review of the Local Government Act 1989.

6.2 Management

6.2.1 Audit and Risk Committee

In December 2016 the Committee:

- Welcomed new independent member Chris Badget, new Councillor representative Garry Stephens and congratulated Councillor Alan Hall on his move from independent member to Council representative
- Resolved to recommend to Council that Peter Craighead be elected as Chairperson
- Reviewed the Audit Committee Charter and agreed to recommend to Council that it change the name of the Committee to 'Audit & Risk Committee'
- Considered the responses to the evaluation of Audit Committee performance
- Considered and received the internal audit report on Reputation Management
- Considered the content of the Strategic Internal Audit Plan 2016/17
- Reviewed proposed changes to the Investment, Risk Management and Procurement policies
- Reviewed the reports by the Victorian Auditor-General on Audit Committee Governance and Local Government: 2015/16 Audit Snapshot,

In February 2017 the Committee:

- Considered proposed meeting dates for Audit & Risk Committee for 2017
- Reviewed changes made by Council to the remuneration of Audit & Risk Committee members
- Reviewed a report of Council's status against the recommendations from the VAGO report on Audit Committee Governance.

In June 2017 the Committee:

- Received and reviewed the External Audit Strategy as provided by Crowe Horwath
- Considered and received the internal audit report on Occupational Health & Safety
- Received a presentation on Enterprise Risk Management
- Reviewed changes to Accounting Standards
- Received the 2017-21 draft Council Plan prior to adoption by Council
- Received the draft 2017/18 Budget prior to adoption by Council



The Audit and Risk Committee plays an important role in supporting Council's operations



6.2 Management

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 2016/17 was undertaken with the following reviews conducted:

- Business Continuity Planning and Disaster Recovery (August 2016)
- Review of Reputation Management (November 2016)
- Occupational Health & Safety (May 2017).

6.2.3 External Audit

Council is externally audited by the Victorian Auditor-General. For the 2016/17 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.