

CORANGAMITE SHIRE
ANNUAL REPORT

2016 *to* 2017



contents

OVERVIEW

About Us - Our Shire and Council	3
Year in Review	8
Message from the Mayor & CEO	10
Operational Performance	12
Financial Performance	14
Sustainability Performance	18
Councillors	20
Our People	23

COUNCIL PLAN REPORTING

Strategic Theme 1: Stewardship, Governance, Advocacy and Collaboration	30
Strategic Theme 2: Positioning for Economic Growth	36
Strategic Theme 3: Sustaining our Natural Assets	42
Strategic Theme 4: Strengthening our Communities	48
Strategic Theme 5: Infrastructure	61
Strategic Theme 6: Our Organisation	67
Democratic Governance information	71
Corporate Governance information	74

FINANCIAL REPORTING

Performance Statement [CD]	79
Financial Report [CD]	79



welcome

Corangamite Shire is proud to present the 2016-2017 Annual Report to our community. The report describes Corangamite Shire Council's operations, accomplishments and the challenges we have encountered during the year.

It documents and benchmarks, in detail, our performance against strategic objectives set out in the Council Plan 2013-2017, key actions outlined in the Annual Action Plan 2016-2017 and figures set in the 2016-2017 Budget.

For further information and to provide feedback, please contact us on 5593 7100 or email shire@corangamite.vic.gov.au

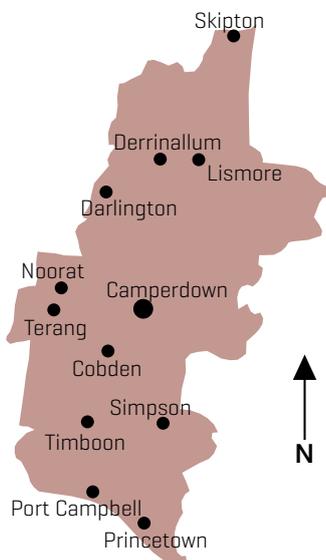
An electronic version of this report can be viewed online at www.corangamite.vic.gov.au

If you wish to obtain a hardcopy, please visit our Civic Centre at 181 Manifold Street, Camperdown or contact us.

our shire



Corangamite Shire



Located two hours south-west of Melbourne, Corangamite is a large rural shire with a population of 16,133 (ABS 2016).

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

Our largest township Camperdown (pop. 3,496) is both the geographic and commercial centre of Corangamite Shire. Terang (pop. 2,288) and Noorat (pop. 1,839) is 10 minutes south, while Timboon (pop. 1,202) is 30 minutes south. Smaller towns in the north include Skipton, Derrinallum, Darlington and Lismore. In the south there are the small coastal towns of Princetown and Port Campbell and the farming community of Simpson.

Much of the rural area in Corangamite Shire is used for agriculture, particularly dairy farming, sheep and cattle grazing, and grain growing. Tourism is also an important industry, especially in the south along the Great Ocean Road.

History

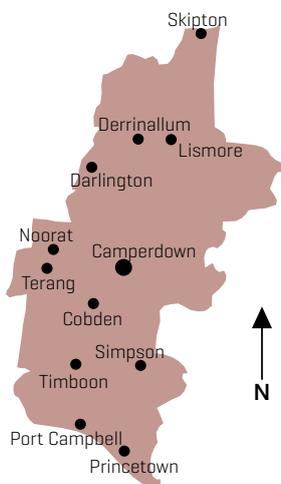
The Djargurd Wurrung people are the traditional aboriginal owners of the land around Camperdown and district. For tens of thousands of years they successfully occupied the area as a semi-nomadic hunter gatherer society.

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

Our name

Corangamite Shire was created in 1994 when the Town of Camperdown and Shires of Heytesbury and Hampden amalgamated. The Shire is named after the large inland Lake Corangamite on its boundary. Corangamite is an aboriginal word to describe 'bitter' or 'salt' referring to the high salt content of the lake.

our shire



Population

Eighty-four per cent of Corangamite Shire’s population was born in Australia, with 8.6 per cent born overseas (and 6.9 per cent not stated). 0.9 per cent identify as Aboriginal or Torres Strait Islander and 2.9 per cent don’t speak English at home.* One of the biggest challenges facing rural communities, and in particular Corangamite Shire, is population decline or stagnation.

Like 11 other regional Victorian municipalities, our estimated resident population of 15,735 is expected to slowly decline to 14,200 by 2031.**

However, latest figures from the 2016 Census indicate a population of 16,133. While this figure is lower than the 16,376 recorded at the 2011 Census, it demonstrates that our population is not declining as fast as anticipated.

The flight of youth – where young people leave their rural communities for education and employment opportunities – is a contributing factor to population decline. The national trends of ageing population, downturns in manufacturing and the changing face of agriculture are also issues faced by Corangamite Shire.

*ABS Census data 2016

** State Government’s *Victoria In Future 2016*

Economy

The five major industry sectors are:

- Agriculture, Forestry and Fishing [2,197 persons or 32.5%]
- Healthcare and Social Assistance [700 or 10.4%]
- Retail Trade [677 or 10%]
- Manufacturing [577 or 8.5%]
- Education and Training [500 or 7.4%]

Agriculture is a major driver of the local economy with the industry employing just under one third of the Shire’s population. Corangamite is one of the most productive dairying regions of Australia with dairy contributing \$300 million to the local economy.

Cropping, wool and beef production are also important sectors. Tourism is an important industry with the Twelve Apostles attracting 2.6 million visitors per year.



at a glance

Figures from 2016 Census
www.censusdata.abs.gov.au

POPULATION
16,133¹

COASTLINE
60 KM

RATEABLE PROPERTIES
9,587

AREA
4,400 KM²

TOWNS
12

WARDS
5

UNEMPLOYMENT RATE
3.64%

LOCAL BUSINESSES
2,373

GROSS REGIONAL PRODUCT
\$1.03 BILLION

VALUE OF BUILDING APPROVALS
\$27 MILLION

who are we?

Corangamite Shire in comparison to Regional Victoria, Victoria and Australia figures

Figures from 2016 Census
www.censusdata.abs.gov.au

MEDIAN AGE

46

REGIONAL VIC ▼ 43
VICTORIA ▼ 37
AUSTRALIA ▼ 38

POPULATION AGED 60+

30%

REGIONAL VIC ▼ 27.2%
VICTORIA ▼ 21%
AUSTRALIA ▼ 21.4%

VOLUNTEERING

31%

REGIONAL VIC ▼ 24.3%
VICTORIA ▼ 19.2%
AUSTRALIA ▼ 19%

MEDIAN WEEKLY HOUSEHOLD INCOME

\$1,042

REGIONAL VIC ▲ \$1,124
VICTORIA ▲ \$1,416
AUSTRALIA ▲ \$1,431

COUPLES WITH CHILDREN

25%

REGIONAL VIC ■ 25%
VICTORIA ▲ 31%
AUSTRALIA ▲ 30%

OLDER COUPLES WITHOUT CHILDREN

14%

REGIONAL VIC ▼ 12%
VICTORIA ▼ 9%
AUSTRALIA ▼ 10%

HOUSEHOLDS WITH A MORTGAGE

28%

REGIONAL VIC ▲ 31%
VICTORIA ▲ 33%
AUSTRALIA ▲ 32%

MEDIAN WEEKLY RENT

\$175

REGIONAL VIC ▲ \$238
VICTORIA ▲ \$330
AUSTRALIA ▲ \$339

HOUSEHOLDS RENTING

21%

REGIONAL VIC ▲ 24%
VICTORIA ▲ 28%
AUSTRALIA ▲ 29%

MEDIUM & HIGH DENSITY HOUSING

4%

REGIONAL VIC ▲ 10%
VICTORIA ▲ 27%
AUSTRALIA ▲ 27%

NON-ENGLISH SPEAKING BACKGROUND

2%

REGIONAL VIC ▲ 6%
VICTORIA ▲ 22%
AUSTRALIA ▲ 18%

UNIVERSITY ATTENDANCE

1%

REGIONAL VIC ▲ 3%
VICTORIA ▲ 5%
AUSTRALIA ▲ 5%

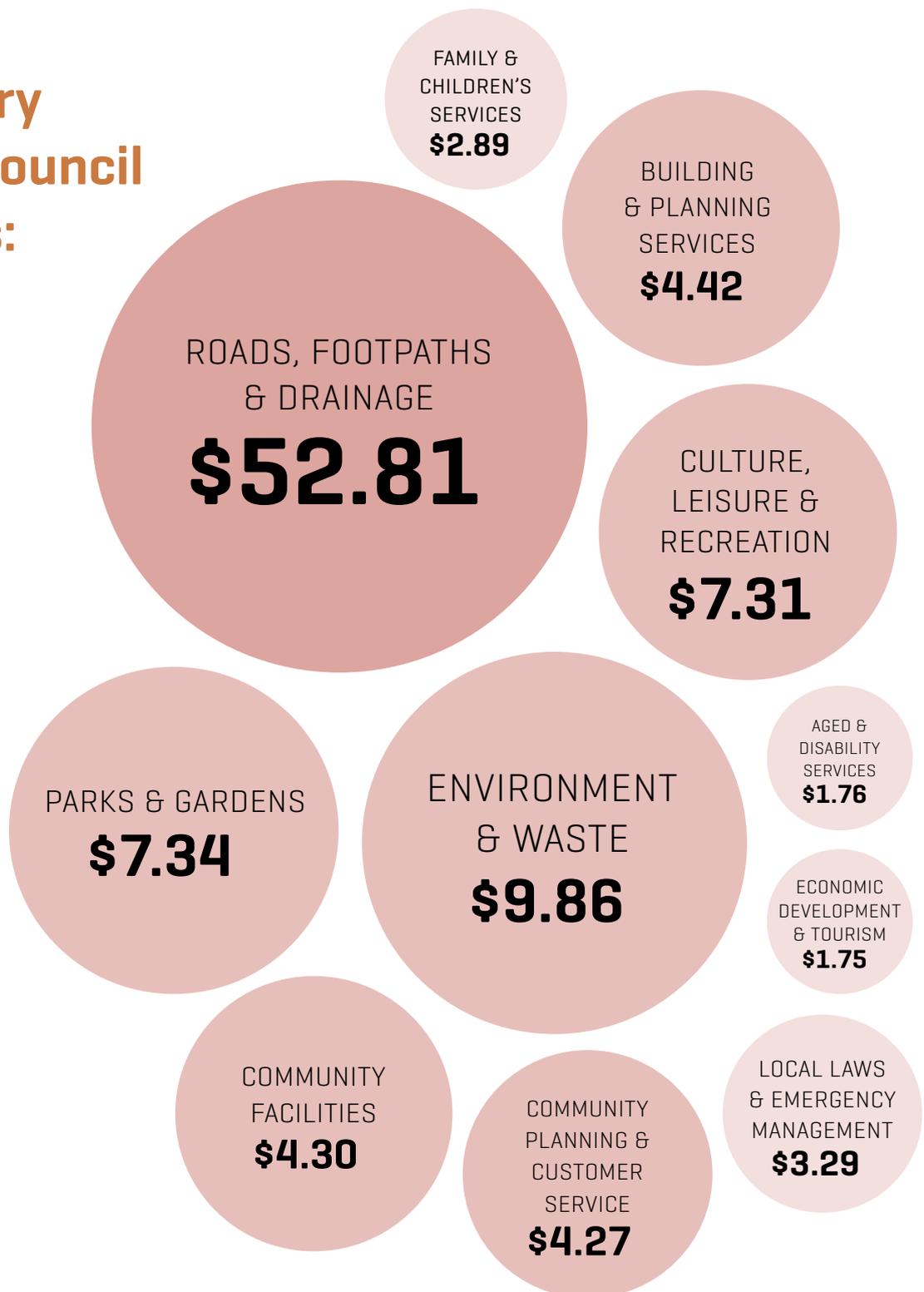
about council

Services to the community

Corangamite Shire is a large rural shire council employing 184.36 full time equivalent (FTE) staff who provide a diverse range of services and programs to the community.

Services include aged care, recreation, arts and culture, family, children and youth, planning, roads, drains and footpaths, waste, parks, gardens and local laws.

for every
\$100 Council
spends:



our vision, mission, values & behaviours

VISION:

Our communities will be vibrant, prosperous and growing.

MISSION:

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

VALUES AND BEHAVIOURS:

INTEGRITY:

We will make decisions that are honest, open and accountable.

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

RESPECT:

We will have respect for diversity of opinion and cultural background.

We will hold honest and robust discussion. We will respect and support decisions of Council.

COMMUNITY FOCUS:

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

COMMITMENT:

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

INNOVATION:

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

OUR SERVICES 2016-2017

Preschool immunisations	1,878
4 year old kindergarten enrolments (2017 calendar year)	174
New babies born in Corangamite	159
Maternal & child health appointments	1,386
Street trees	9,958
Kilometres of local roads resurfaced	271
Tonnes of waste collected	4,652
Kilometres of streets swept	7,200
Planning applications received	155
Meals on Wheels delivered	8,695
Telephone calls to Customer Service	38,692
Home & Community Care (HACC) hours delivered	20,515
Mobile Child Care enrolments	127
Family Day Care Educators	18
Family Day Care hours delivered	88,825
Facebook likes	3,307
Visits to our website	84,299
Customer requests	20,627
Local laws permits issued	210
Pets registered	3,595
Swimming pool attendances	50,801

year in review



JULY 2016

- \$100,000 is awarded to community groups via the annual Community Grants & Facility Program, with \$30,000 also awarded as part of the Environmental Grants Program
- Council crews spend the night responding to call-outs during extreme weather conditions

AUGUST 2016

- More than 160 education and service agency professionals from across the Shire attend the Corangamite Schools Network Forum in Camperdown

SEPTEMBER 2016

- \$30,000 awarded to local businesses through the Retail Area Facade Improvement Program
- Flooding causes extensive damage to Corangamite Shire's road network with 200 roads affected

OCTOBER 2016

- Honey B and The Stingers headline the Corangamite Seniors Festival
- Council commits to the Age-Friendly Victoria Declaration
- Cobden's public art project is unveiled
- Cobden Spring Festival
- Camperdown Show
- More than 300 guests attend the Youth Achievement Awards in Terang
- General council election held

NOVEMBER 2016

- Mount Elephant Visitor Centre opens
- Six outdoor swimming pools across the Shire open for the summer season
- Corangamite supports White Ribbon Day
- Fire Danger Period starts
- Inaugural Timboon Artisans Festival
- Noorat Show

DECEMBER 2016

- Open Book Program is launched
- Blackberry spraying program starts
- Camperdown Horse Trials
- Timboon Santa in the street
- Terang Gala Night



JANUARY 2017

- Macbeth performance in Camperdown Botanic Gardens attracts more than 250 people
- Corangamite celebrates Australia Day in Lismore, recognising its top citizens
- Local Roads Program in full swing with more than 50 local roads earmarked for resealing

FEBRUARY 2017

- Finishing touches to the Terang town centre start (Stage 3 of Streetscape Project)
- Launch of Eat Well, Move Well, Be Well program

MARCH 2017

- Terang Country Music Festival
- Heytesbury Show, Simpson
- Simpson Rodeo

APRIL 2017

- Council releases draft Council Plan 2017-2021 for public comment
- Council releases draft 2017-2018 Budget for public comment
- Camperdown Botanic Gardens Conservation Management Plan released for public comment
- Inner Varnika music festival



MAY 2017

- New Council website launched
- Robert Burns Scottish Festival in Camperdown
- Port Campbell Town Centre Project starts



JUNE 2017

- Mayor Jo Beard, Cr Bev McArthur and Director Corporate & Community Services David Rae attend the National General Assembly in Canberra
- Ripley Watt elected Corangamite Shire Youth Mayor
- Great Ocean Road earns spot on new Australian Monopoly Board



message from the mayor



On behalf of my fellow Councillors, I am delighted to present Corangamite Shire's Annual Report 2016-2017.

In October 2016, Corangamite Shire residents elected a new Council to take us through to 2020. We welcomed Bev McArthur, Simon Illingworth, Helen Durant and Lesley Brown to the Council, and farewellled Chris O'Connor, Wayne Oakes, Geoff Smith and Peter Harkin.

The new Councillors, along with returnees Ruth Gstrein, Neil Trotter and myself, set to work on a new Council Plan to guide us over the next term. It was a privilege to be elected Mayor for a second term, and I thank my fellow Councillors for their confidence.

While 2016-2017 has been a year of transition and future planning, the beauty of developing an Annual Report each year is that it gives us a chance to look back and reflect on what we have achieved, the challenges we've faced, and what we could do better.

In 2016-2017, Council continued to provide value to the community. The rate rise of 2.5% was in line with the State Government's rate capping legislation.

A number of significant community projects were realised in 2016-2017. Port Campbell's Arts Space and Mount Elephant Visitor Centre were officially opened, Cobden's Public Art Project was launched. Works started on the Terang

Lake and Signage Project. All of these projects were initiated and driven by local communities, and supported by Council.

Community planning continues to be invaluable, in that it puts residents at the heart of planning, with the premise that locals know what is best for their community, and that locals are the ones who will continue to live in and contribute to that community for years to come. The Timboon Town Centre Improvements Project also benefitted from a community planning approach in 2016-2017, genuinely involving residents right from the start of the projects.

2016-2017 was not without its challenges. Our agricultural industry is still feeling the impacts of the 2016 dairy crisis. The resilience and ability of our farming communities to band together during tough times is amazing. A major flood event on 14 September closed 18 local roads and damaged 25 bridges and major culverts. Up to 213 repair projects were identified across our local road network. The clean-up bill was nearly \$4 million and the flooding was declared a natural disaster by the Victorian State Government. I want to thank our roads crews for responding so quickly to the immediate dangers, and then with the wider clean-up and repair effort, on top of the usual roads maintenance program.

We ramped up advocacy on funding for our crumbling arterial road network.

18% of the 425 kilometre VicRoads network in Corangamite Shire is 'poor or distressed', with \$55 million urgently needed to bring it back to an acceptable (and safe) standard. I want to thank local businesses who have strongly supported and contributed to all of our behind-the-scenes work over the past year.

I want to thank my fellow Councillors and staff for their contribution to make Corangamite Shire a great place to live, work and visit. I'd like to mention former Councillors Geoff Smith, Chris O'Connor, Wayne Oakes and Peter Harkin for building a respectful culture at Council during their time.

We are all in the business of building strong communities that support healthy and happy residents, and those who are involved and contribute to their communities will know that it is so much more than the 'rates, roads and rubbish' often spouted by critics. Councils may be the third tier of government, but we work directly with our local communities, in a way that benefits them most, making it our business to find out what they want. And that, I would argue, makes local government the most valuable tier of them all.

Mayor Jo Beard

message from the ceo



As a large rural shire with a small, dispersed population and a relatively modest budget, I am incredibly proud of the work we do in our local communities.

2016-2017 has been no exception. We delivered an operating surplus of \$5.31 million, against a predicted surplus of \$4.16 million. Total debt was reduced by \$1 million to \$2.22 million, with a plan to be debt-free by 2017-2018. There were no new borrowings, with \$1.4m transferred to reserves for future use.

We found \$500,000 worth of savings in the 2016-2017 Budget to help buffer the reduction in rate revenue, with rates rising 2.5% according to the State Government's new rate capping legislation. We secured \$18.7 million in grants from the State and Federal Governments to pay for local projects and services without placing further financial burden on our ratepayers.

More than \$10 million was invested into our capital works program. This was down on \$12 million in 2015-2016 due to a number of projects being carried over into 2017-2018. One of our major projects, the \$5.2 million Castle Carey Road Bridge was able to proceed after receiving \$1 million funding from State Government (on top of the \$1 million from Corangamite Shire and \$1.6 million from Federal Government).

Corangamite Shire's work continues to be well received by residents and this was reflected in our 2017 Community Satisfaction Results. Most of our performance ratings remain significantly higher than the Large Rural and State-wide averages. In particular, I want to single out our roads crews who have worked incredibly hard this year, responding to major flood events and wild weather, while carrying out the roads maintenance program.

In September 2016, we launched our new Staff Code of Conduct. Issues such as conflict of interest, procurement, acceptance of gifts, and use of Council resources were very timely given the release of the Victorian Ombudsman's Report on the Misuse of Council Resources in May 2016. As an organisation, we did a lot of work to communicate the importance of acting ethically and responsibly in the workplace, and to make sure all staff were aware of organisation values and behaviours. It was also acknowledged that the culture of an organisation starts at the top, with the actions and behaviours of the leadership group.

In February 2017, our Employee Opinion Survey returned an overall performance rating of 69.5 percent. This rating put Corangamite Shire's performance in the top quartile of workplaces surveyed by InSync.

Overall staff satisfaction was also in the top quartile and at its highest since the first survey was conducted in 2009.

Perhaps most tellingly, though, was staff ranked "Organisation requires me to uphold the highest ethical standards and has a clear set of values and behaviours that guide my everyday actions" as the top performance score for the organisation.

I think this reflects, not only the work we did around values and behaviours in 2016-2017, but more broadly, that Corangamite Shire provides a workplace where people feel valued, can be productive, and are aware of the responsibilities that come with working for Local Government.

I want to thank all members of staff for their outstanding work in 2016-2017. I also wish to acknowledge the leadership and support of our 2016-2017 Mayor Jo Beard and Councillors.

Andrew Mason
Chief Executive

operational performance snapshot

	STRATEGIC THEME 1	STRATEGIC THEME 2	STRATEGIC THEME 3																																																																								
	Stewardship, Governance, Advocacy & Collaboration	Positioning for Economic Growth	Sustaining our Natural Assets																																																																								
MAJOR ACHIEVEMENTS 2016-2017	<ul style="list-style-type: none"> Cr Jo Beard elected Mayor for a second term New Council with two retirements and four new Councillors elected Induction program delivered Council Plan 2017-2021 developed and adopted 	<ul style="list-style-type: none"> First small-scale projects started through the Shipwreck Coast Master Plan Twelve Apostles Food Artisans Trail continues to grow with Timboon Fine Ice Creamery and The Sow & Piglets Brewery opening Adopted Economic Development Strategy 2017-2021 	<ul style="list-style-type: none"> Completed annual roadside weed control program - 1,150 kms of roadsides treated, 21% more than 2015-2016 23 projects supported through the Environment Support Fund 25% increase in organic material recovered through kerbside waste service 																																																																								
DISAPPOINTMENTS	<ul style="list-style-type: none"> Slight downward trend for Community Satisfaction Survey results, although still above State and Large Rural Shire averages 	<ul style="list-style-type: none"> Data released from the 2016 Census shows Corangamite Shire's population stabilising, but still declining Major projects from Shipwreck Coast Master Plan remain unfunded 	<ul style="list-style-type: none"> Community satisfaction for weed control declined despite more effort and money directed to this area 																																																																								
REPORT CARD	<p>OVERALL PERFORMANCE</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>63</td> <td>54</td> <td>59</td> </tr> </table> <p>ADVOCACY & LOBBYING</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>59</td> <td>51</td> <td>54</td> </tr> </table> <p>OVERALL DIRECTION</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>56</td> <td>52</td> <td>53</td> </tr> </table> <p>COMMUNITY CONSULTATION</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>60</td> <td>52</td> <td>55</td> </tr> </table> <p>MAKING COMMUNITY DECISIONS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>61</td> <td>51</td> <td>54</td> </tr> </table>	Corangamite	Large rural	Statewide	63	54	59	Corangamite	Large rural	Statewide	59	51	54	Corangamite	Large rural	Statewide	56	52	53	Corangamite	Large rural	Statewide	60	52	55	Corangamite	Large rural	Statewide	61	51	54	<p>TOURISM DEVELOPMENT</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>64</td> <td>65</td> <td>63</td> </tr> </table> <p>BUSINESS & COMMUNITY DEVELOPMENT</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>62</td> <td>59</td> <td>60</td> </tr> </table> <p>PLANNING & BUILDING PERMITS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>58</td> <td>48</td> <td>51</td> </tr> </table> <p>GENERAL TOWN PLANNING POLICY</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>61</td> <td>54</td> <td>53</td> </tr> </table>	Corangamite	Large rural	Statewide	64	65	63	Corangamite	Large rural	Statewide	62	59	60	Corangamite	Large rural	Statewide	58	48	51	Corangamite	Large rural	Statewide	61	54	53	<p>ENVIRONMENTAL SUSTAINABILITY</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>63</td> <td>62</td> <td>64</td> </tr> </table> <p>WASTE MANAGEMENT</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>71</td> <td>68</td> <td>71</td> </tr> </table> <p>SLASHING & WEED CONTROL</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>44</td> <td>50</td> <td>53</td> </tr> </table>	Corangamite	Large rural	Statewide	63	62	64	Corangamite	Large rural	Statewide	71	68	71	Corangamite	Large rural	Statewide	44	50	53
Corangamite	Large rural	Statewide																																																																									
63	54	59																																																																									
Corangamite	Large rural	Statewide																																																																									
59	51	54																																																																									
Corangamite	Large rural	Statewide																																																																									
56	52	53																																																																									
Corangamite	Large rural	Statewide																																																																									
60	52	55																																																																									
Corangamite	Large rural	Statewide																																																																									
61	51	54																																																																									
Corangamite	Large rural	Statewide																																																																									
64	65	63																																																																									
Corangamite	Large rural	Statewide																																																																									
62	59	60																																																																									
Corangamite	Large rural	Statewide																																																																									
58	48	51																																																																									
Corangamite	Large rural	Statewide																																																																									
61	54	53																																																																									
Corangamite	Large rural	Statewide																																																																									
63	62	64																																																																									
Corangamite	Large rural	Statewide																																																																									
71	68	71																																																																									
Corangamite	Large rural	Statewide																																																																									
44	50	53																																																																									
LOOKING AHEAD	<ul style="list-style-type: none"> Advocating for priorities in lead-up to State Election 2018 	<ul style="list-style-type: none"> Advocate for Shipwreck Coast Master Plan projects to be funded - Twelve Apostles Trail, Port Campbell Town Centre Project, Glenample Visitor Experience Centre 	<ul style="list-style-type: none"> Big construction season at Naroghid Landfill 																																																																								

The 2016-2017 Corangamite Shire Annual Report measures Council's performance against what we said we would do in our 2013-2017 Council Plan. The Council Plan outlines six key areas that are used to measure our performance over four years. This table summarises Council's achievements and results in 2016-2017 in these areas. **A more detailed report starts on page 30.**

STRATEGIC THEME 4	STRATEGIC THEME 5	STRATEGIC THEME 6																		
<p>Strengthening our Communities</p> <ul style="list-style-type: none"> Community satisfaction with Disadvantaged Support Services and Family Support Services increased Completed the Cobden Public Art Project The Skipton Flood Project was tested during a flood in September 2016, successfully diverting overflow away from local businesses 	<p>Infrastructure</p> <ul style="list-style-type: none"> Completed annual \$2 million road reseal program in a joint contract with Warrnambool City Council Contract awarded for the design and construction of the \$5.2 million Castle Carey Road Bridge project Tlomboon Town Centre Improvements Project completed Stage 3 of Terang Streetscape completed 	<p>Our Organisation</p> <ul style="list-style-type: none"> Agreed on a sustainable Enterprise Agreement 2017-2020 Staff satisfaction survey rated overall satisfaction at its highest since the first survey in 2009, and among the highest in the state Reviewed Simpson, Port Campbell and Noorat Community Plans 																		
<ul style="list-style-type: none"> Delay in completing Port Campbell Public Art Project Lack of funding available from State Government 	<ul style="list-style-type: none"> Disappointing community satisfaction survey results for local sealed and gravel roads Large rain event in September 2016 caused damage to more than 200 roads 	<ul style="list-style-type: none"> Some positions needed to be re-advertised to attract skilled employees 																		
<p>ELDERLY SUPPORT SERVICES</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>74</td> <td>67</td> <td>68</td> </tr> </table>	Corangamite	Large rural	Statewide	74	67	68	<p>CONDITION OF SEALED LOCAL ROADS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>37</td> <td>43</td> <td>53</td> </tr> </table>	Corangamite	Large rural	Statewide	37	43	53	<p>CUSTOMER SERVICE</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>76</td> <td>66</td> <td>69</td> </tr> </table>	Corangamite	Large rural	Statewide	76	66	69
Corangamite	Large rural	Statewide																		
74	67	68																		
Corangamite	Large rural	Statewide																		
37	43	53																		
Corangamite	Large rural	Statewide																		
76	66	69																		
<p>FAMILY SUPPORT SERVICES</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>72</td> <td>65</td> <td>67</td> </tr> </table>	Corangamite	Large rural	Statewide	72	65	67	<p>CONDITION OF STREETS & FOOTPATHS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>57</td> <td>53</td> <td>57</td> </tr> </table>	Corangamite	Large rural	Statewide	57	53	57	<p>INFORMING THE COMMUNITY</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>67</td> <td>60</td> <td>59</td> </tr> </table>	Corangamite	Large rural	Statewide	67	60	59
Corangamite	Large rural	Statewide																		
72	65	67																		
Corangamite	Large rural	Statewide																		
57	53	57																		
Corangamite	Large rural	Statewide																		
67	60	59																		
<p>RECREATIONAL FACILITIES</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>73</td> <td>66</td> <td>70</td> </tr> </table>	Corangamite	Large rural	Statewide	73	66	70	<p>MAINTENANCE OF UNSEALED ROADS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>35</td> <td>42</td> <td>44</td> </tr> </table>	Corangamite	Large rural	Statewide	35	42	44	<p>COMMUNITY & CULTURAL ACTIVITIES</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>68</td> <td>69</td> <td>69</td> </tr> </table>	Corangamite	Large rural	Statewide	68	69	69
Corangamite	Large rural	Statewide																		
73	66	70																		
Corangamite	Large rural	Statewide																		
35	42	44																		
Corangamite	Large rural	Statewide																		
68	69	69																		
<p>DISADVANTAGED SUPPORT SERVICES</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>67</td> <td>61</td> <td>61</td> </tr> </table>	Corangamite	Large rural	Statewide	67	61	61	<p>APPEARANCE OF PUBLIC AREAS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>77</td> <td>69</td> <td>71</td> </tr> </table>	Corangamite	Large rural	Statewide	77	69	71	<p>CONSULTATION & ENGAGEMENT</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>60</td> <td>52</td> <td>55</td> </tr> </table>	Corangamite	Large rural	Statewide	60	52	55
Corangamite	Large rural	Statewide																		
67	61	61																		
Corangamite	Large rural	Statewide																		
77	69	71																		
Corangamite	Large rural	Statewide																		
60	52	55																		
<p>EMERGENCY & DISASTER MANAGEMENT</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>71</td> <td>70</td> <td>70</td> </tr> </table>	Corangamite	Large rural	Statewide	71	70	70	<ul style="list-style-type: none"> Construction of Castle Carey Road Bridge Planning and construction of Port Campbell Town Centre Project 	<ul style="list-style-type: none"> Review Staff Code of Conduct Preparing to move to 10 year whole-of-council community plans 												
Corangamite	Large rural	Statewide																		
71	70	70																		
<p>ENFORCEMENT OF LOCAL LAWS</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>66</td> <td>63</td> <td>64</td> </tr> </table>	Corangamite	Large rural	Statewide	66	63	64														
Corangamite	Large rural	Statewide																		
66	63	64																		
<p>ARTS CENTRES & LIBRARIES</p> <table border="1"> <tr> <td>Corangamite</td> <td>Large rural</td> <td>Statewide</td> </tr> <tr> <td>71</td> <td>70</td> <td>73</td> </tr> </table>	Corangamite	Large rural	Statewide	71	70	73														
Corangamite	Large rural	Statewide																		
71	70	73																		

financial performance snapshot

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

2016-2017 Financial Performance Summary

- Council had an operating surplus of \$5.31 million, against a predicted surplus of \$4.16 million (compared to a \$12,000 surplus in 2015-2016)

This was influenced by:

- **Recurrent Grants** - \$3.6 million of financial assistance grants relating to the 2017-2018 financial year were paid in advance during the 2016-2017 financial year
- **Materials & Services** - Spending on materials and services was \$2.3 million over budget. \$1.03 million of carry forward projects from 2015-2016 and \$1.26 million related to spending on flood recovery impacted this result. This flood recovery expenditure will be offset by natural disaster funding in 2017-2018
- **Depreciation** - Depreciation was \$874,000 above budget with better condition assessments providing more accurate depreciation of Council assets
- **Council's total capital works expenditure** was \$10 million (compared to \$12.51 million in 2015-2016). The decrease was due to a number of projects not complete at year end which are included as works in progress
- **Rates & Charges** comprised \$20.16 million (43%) of the total operating income of \$46.92 million (compared to \$19.57 (48%) of \$40.81 million in 2015-2016)
- **Cash holdings** (including financial assets) increased by \$5.38 million to \$22.15 million (compared to \$4.14 million decrease to \$16.77 million in 2015-2016)

- **Council's net assets** were \$448 million. This included total land & buildings [\$35m], plant & equipment [\$10m] and infrastructure assets [\$389m]

For more detailed information on the financial result, please refer to the financial statements available with this report. A detailed comparison between the budget and actual results is shown in Note 2 of the financial statements.

Financial Sustainability

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

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

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

- Generate enough revenue to cover operating costs (including the cost of replacing assets reflected in depreciation expense) - **Net result**
- Have sufficient working capital to meet short term commitments - **Liquidity**
- Generate sufficient operating cash flows to invest in asset renewal and repay any debt it may have incurred in the past - **Internal financing**
- Are not overly reliant on debt to fund capital programs - **Indebtedness**

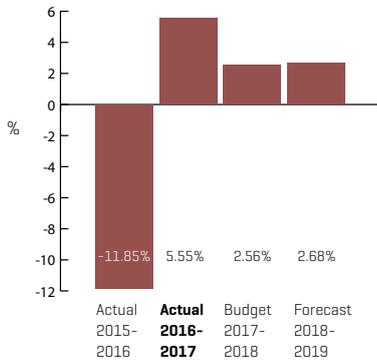
- Have been replacing assets at a rate consistent with their consumption - **Capital Replacement**
- Renew assets at a greater rate than their consumption - **Renewal Gap**

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

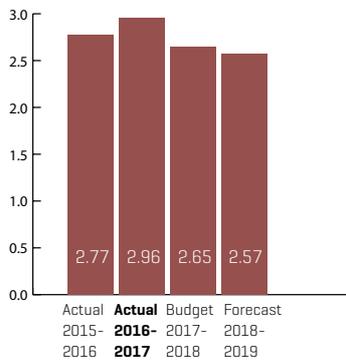
The following graphs are based on the last two years of actual results and the forecast for the next two years from our Strategic Resource Plan as adopted by Council in June 2016. The graphs highlight the trend of increased financial sustainability for Corangamite Shire.

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

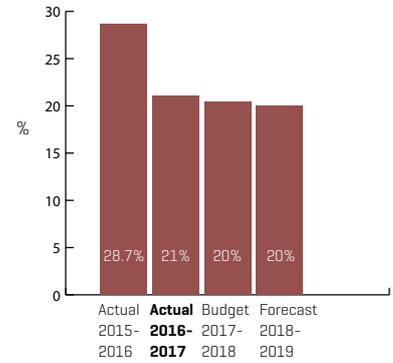
Underlying Result



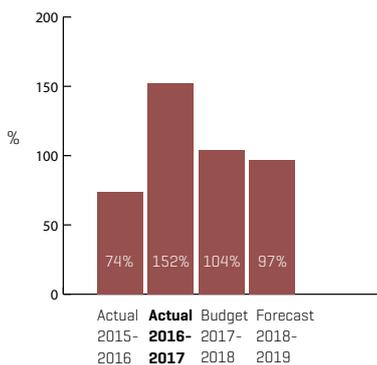
Liquidity



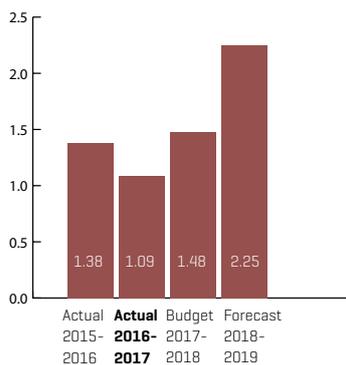
Indebtedness



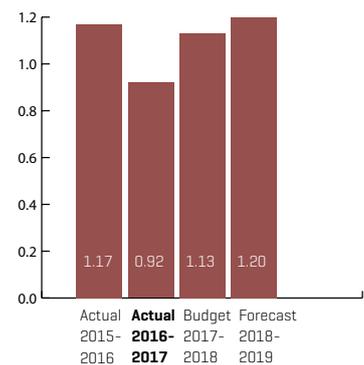
Internal Financing



Capital Replacement



Renewal Gap



Long term financial strategic objectives

Whilst this report focuses on the 2016-2017 financial results, it is important to see this result in the context of the long-term financial strategic objectives of Council which are:

- Ensuring the Working Capital Ratio (Liquidity) will be maintained between 1.0 and 1.50
- Renewal gap will be at least 1.0 on average for the life of the Council Plan
- Indebtedness levels will not exceed 40%. This will be achieved with no future borrowings and the rapid repayment of existing borrowings.

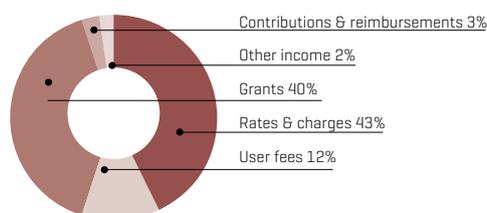
Please see page 78 in the Corporate Governance section for the Financial Performance indicator table relating to the Local Government Performance Reporting Framework

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

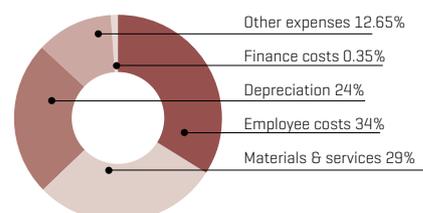
financial performance

The 2016-2017 Budget included a 2.5% increase in the general rate, a municipal charge of \$189.50, and a garbage collection charge of \$287.

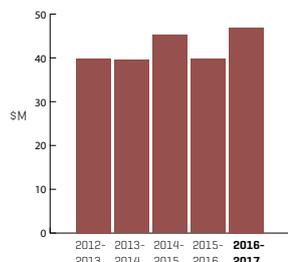
Revenue \$46.9 M 2016-2017



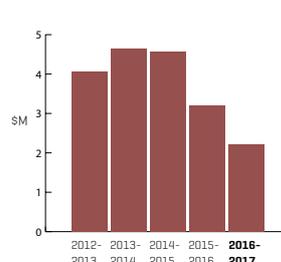
Expenditure \$43.7 M 2016-2017



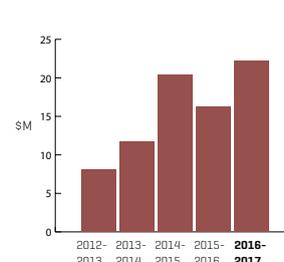
Total revenue 2013-2017



Total borrowings 2013-2017



Cash & investments 2013-2017



Financial indicator comparisons 2013-2017

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Total revenue	\$39.85M	\$39.58M	\$45.22M	\$39.77M	\$46.9M
Grants income	\$14.95M	\$11.12M	\$18.5M	\$13.08M	\$18.7M
Rates income	\$16.8M	\$18.17M	\$18.59M	\$19.57M	\$20.16M
Total borrowings	\$4.07M	\$4.65M	\$4.57M	\$3.19M	\$2.22M
Total expenditure	\$38.58M	\$38.96M	\$40.86M	\$39.76M	\$41.6M
Capital works	\$11.13M	\$11.17M	\$10.17M	\$13.7M	\$10M
Cash & investments	\$8.11M	\$11.70M	\$20.43M	\$16.3M	\$22.15M
Rate increases	5%	5%	5%	5%	2.5%
Average residential rates notice	\$1,053	\$1,224	\$1,061	\$1,107	\$1,201
Municipal charge	\$160.35	\$228	\$176.40	\$184.90	\$189.50
Garbage collection charge	\$246	\$259	\$272	\$280	\$287

major projects

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



Timboon Town Centre improvements \$600,000

The Timboon Town Centre Improvements project was completed in February 2017.

Funded by Council (\$150,000), State Government (\$400,000) and Origin Energy (\$50,000), the project started with a seven month planning process involving residents, Councillor Neil Trotter and Community Planning Officer Garry Moorfield.

Members of the group agreed on a number of priorities, including improvements to footpaths and street furniture, widening and decluttering some of the kerb outstands, installing a new crossing from the Distillery car park to the shopping precinct, and creating a new central plaza area near the old playground. The Power Creek underground drain was also stabilised, which was important from a community safety perspective.

Terang Streetscape (Stage 3) \$300,000

Terang received the finishing touches to its town centre, with the third stage of its streetscape project completed in April 2017.

The \$300,000 project involved replacing the concrete footpath and gutter along the southern side of High Street between Estcourt Street and The Promenade. It also involved removing and rebuilding the bluestone kerb where the new footpath was built.

Improving and maintaining our roads \$5.8 million

Corangamite Shire has a 2,136 km sealed and unsealed road network. One of the biggest challenges for Council is maintaining and improving this network, which is especially prone to flooding in the winter-spring period. For more of an insight into our roads, please see page 60.

Statement of capital works 2016-2017

Property and Buildings	
Land	\$47,000
Buildings	\$140,000
Heritage buildings	\$35,000
Leasehold improvements	\$31,000
Total Property and Buildings	\$253,000
Plant and Equipment	
Plant, machinery and equipment	\$2,640,000
Computers and telecommunications	\$9,000
Total Plant and Equipment	\$2,649,000
Infrastructure	
Roads	\$5,801,000
Resheeting program	\$1,695,000
Resealing program	\$1,962,000
Rehabilitations	\$2,144,000
Footpaths and cycleways	\$400,000
Drainage	\$74,000
Recreational, leisure and community facilities	\$31,000
Parks, open space and streetscapes	\$259,000
Kerb and channel	\$519,000
Other infrastructure	\$6,000
Total infrastructure	\$7,090,000
Total capital works expenditure	\$9,992,000

sustainability performance snapshot

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

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



ECONOMIC SUSTAINABILITY

Achievements	Challenges
<p>Delivered a \$5.31 million surplus, with \$10 million capital works program for new assets, upgrades and renewals. No new borrowings for 2016-2017 and transferred more than \$1.4 million to reserves. Reduced debt by \$1 million. Committed to financial sustainability and to repaying our entire debt by 2017-2018.</p>	<p>Increased rates by 2.5% in line with the State Government's rate-capping framework. Needed to find savings in excess of \$500,000 to buffer reduction in revenue.</p>
<p>Funding announcement of \$1 million from the State Government will enable us to complete the upgrade and realignment of Castle Carey Bridge.</p>	<p>Arterial road network continues to be chronically underfunded by State Government. We require \$55 million to bring our arterial network up to an acceptable and safe standard.</p>
<p>Figures released from the 2016 Census show Corangamite Shire's population decline is slower than forecast, and could even slightly increase in the next decade.</p>	<p>Our population is slowly declining (from 16,376 in 2011 to 16,133 in 2016). We need to continue to ensure the agricultural sector remains strong to stabilise this decline.</p>
<p>Unemployment rate in Corangamite Shire remains very low, one of the lowest in the state. (3.64% in March 2017)</p>	<p>We earmarked a \$13 million capital works program for 2016-2017, but only spent \$10 million with projects carrying over to 2017-2018. Investing heavily in capital works is beneficial, but we need to ensure we have the staff and resources to deliver on our promises.</p>

Council undertook a range of major economic sustainability initiatives in 2016-2017, delivering a \$10 million capital works program with upgrades and maintenance of roads, footpaths, buildings and recreational facilities.

Revitalising town centres so they are great places to visit, shop and do business was also a priority with Timboon and Terang streetscapes completed, and Port Campbell streetscape design underway. We supported local businesses through the Retail Façade Improvement Program.

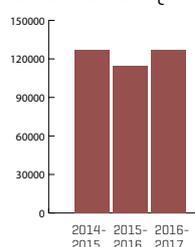
Financial sustainability is a strong focus of this Council. We continue to reduce our debt with the aim of becoming debt-free by 2017-2018.

ENVIRONMENTAL SUSTAINABILITY

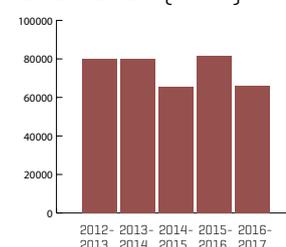
Achievements	Challenges
Corangamite households used their green waste bins more than ever before, with an average 7.16 kgs disposed per week in 2016-2017. This is up from 5.73 kgs per week in 2015-2016.	Corangamite households are generating more waste, with an average 6.92 kgs disposed per week in 2016-2017. Up from 6.50 kgs per week in 2015-2016.
Corangamite residents are among the state's top performers, recycling an average 5.11 kgs per household each week.	Community satisfaction with Slashing and Weed Control has dropped significantly from 57 points in 2012 to 44 points in 2017.
Roadside weed control program – 1,150 kms of roads treated – 21% more than in 2015-2016.	A leaking pipe at one of our swimming pools caused a spike in water usage in 2015-2016. Lower usage recorded in 2016-2017.

Council continues to carry out key actions in the Environment and Sustainability Strategy 2014-2019 to protect and enhance the natural environment. In 2016-2017, we continued to take action to be a leader in our community, reducing water and energy use, and diverting waste from landfill.

Solar power produced 2014-2017 [kwh]



Water usage 2013-2017 [litres]



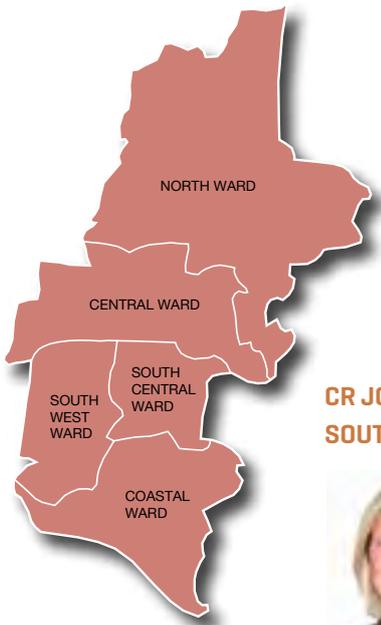
SOCIAL SUSTAINABILITY

Achievements	Challenges
We signed the Age-Friendly Communities Commitment and recruited an Age-Friendly Officer thanks to a \$100,000 State Government grant.	An ageing population that will increase demand for Council services.
Our Community Planning Department continued to empower communities to deliver valued projects such as Terang Lake Signage Project, Cobden's 3266 Visitor Centre project and Mount Elephant Visitor Centre.	Cost shifting from State Government will continue to put pressure on the resources and capacity to deliver essential services to our residents.
Reviewed 2014-2017 Municipal Public Health & Wellbeing Plan, with work started on a new one.	At 52.5%, Corangamite Shire has one of the lowest Year 12 (or equivalent) education attainment rates in Victoria.
New Recreation & Open Space Strategy 2016-2026 launched.	Maximising utilisation of our facilities.

Council plays a key role in the lives of families and older residents across the Shire. In 2016-2017, our delivery of care and support services to older residents continued with 20,515 hours of domestic, personal and respite care services and 8,695 meals delivered through the Meals on Wheels program. We delivered 1,386 Maternal and Child Health appointments.

Please see page 77 in the Corporate Governance section for the Sustainable Capacity indicator table relating to the Local Government Performance Reporting Framework

councillors [elected October 2016]



Elected 22 October 2016 for a four year term, Corangamite Shire Council is responsible for setting the vision and strategic direction of the municipality. Examples include the Council Plan, financial plans, the Municipal Strategic Statement & Annual Action Plan.

Corangamite Shire is divided into five wards comprising one three Councillor [Central Ward] and four single Councillor wards.

CR JO BEARD (MAYOR) SOUTH CENTRAL WARD



First elected: 2011 (by-election)
Re-elected: 2012, 2016
Phone: 0417 369 457
jo.beard@corangamite.vic.gov.au

Cr Beard is serving her second term as Mayor after being re-elected in November 2016. She lives in Cobden with her husband Daniel, two boys Jordan [12] and Cooper [10], and works in office administration one day per week at Mercy Regional College.

“A new Council was elected just before beginning my second term as Mayor. Setting our direction and developing the new Council Plan was an important opportunity to work together on our Shire priorities. Supporting our farming communities will remain a focus, as well as continued advocacy for better roads.”

Committees of Council:

- Cobden Aerodrome COM
- Emergency Management Planning Committee
- Beyond the Bell
- CEO Performance Review Committee
- Great South Coast Group Board

CR RUTH GSTREIN CENTRAL WARD



First elected: 2002
Re-elected: 2004, 2008, 2012 & 2016
Phone: 0407 320 283
ruth.gstrein@corangamite.vic.gov.au

Cr Gstrein has served three terms as Mayor in 2007, 2008 and 2009. She lives in Camperdown with husband Peter and has two adult children. Ruth also works at Bostocks Creek Design & Draft.

“One of the great programs Council offers helps businesses freshen up their shopfronts. Combined with streetscape works, this program has revitalised our town centres. Following strong advocacy, I was thrilled to see Foxhow Road receive State Government funding for widening and rehabilitation.”

Committees of Council:

- Camperdown Stadium Advisory Committee
- Elm Tree Reference Group
- Environmental Monitoring Committee
- CEO Performance Review Committee
- Corangamite Regional Library Corporation

CR BEV M^cARTHUR CENTRAL WARD



First elected: 2016
Phone: 0417 369 457
bev.mcarthur@corangamite.vic.gov.au

Cr McArthur lives on the family beef farm at Bookaar. She is married to Stewart McArthur AM, former Federal Member for Corangamite. They have three grown children who completed their kindergarten and primary education locally. Bev has worked as a policy advisor in Federal politics.

“I stood for election on platforms of better ‘value for money for ratepayers’, ‘making roads the top Council priority’, ‘ensuring open and transparent governance’ and I’m pleased to have been able to prosecute these promises, ensuring the Council is now debt free and delivering the largest spend on roads in the Shire’s history. I will continue to provide advocacy to grow new tourism, farming and business opportunities which will enhance outcomes for the entire Shire.”

Committees of Council:

- Audit Committee
- Saleyards Advisory Committee
- CEO Performance Review Committee



**CR HELEN DURANT
CENTRAL WARD**



First elected: 2016
Phone: 0427 115 783
helen.durant@corangamite.vic.gov.au

Cr Durant lives in Noorat with her husband Rob. They have two adult daughters, Katherine and Stephanie. Prior to retiring in 2015, Helen worked for 22 years at Corangamite Shire, mostly as Manager of Community Services. Since retiring Helen has become more involved in her local community.

"I have had numerous opportunities to see the wonderful work done by our community volunteers. It has given me a greater understanding and appreciation of the valuable work that is done, as well as the passion and commitment our volunteers have for their communities. I was also very pleased to see the completion of Stage 3 of the Terang Streetscape project."

Committees of Council:

- Youth Council
- Beyond the Bell

**CR SIMON ILLINGWORTH
COASTAL WARD**



First elected: 2016
Phone: 0427 167 661
simon.illingworth@corangamite.vic.gov.au

Cr Illingworth lives with wife Sarah, and children Milly and Tommy, on a property just outside of Port Campbell. Simon has three main roles - he has built a herd of 220 waxyu beef cattle, runs an online garlic seed business, and is a 10 year veteran on the speakers circuit, specialising in leadership and ethical decision making for many international corporate conferences.

"My \$20 million north south tourist loop concept and lobbying State Government for its pathetic roads are two of my better achievements. I'm hard at work getting Council as efficient as it can be and regularly utilise media to get my message across and put us on the radar of Spring Street."

Committees of Council:

- Saleyards Advisory Committee
- BHP Environmental Review Committee
- Origin Gas Environmental Reference Group

**CR NEIL TROTTER
SOUTH WEST WARD**



First elected: 2012
Re-elected: 2016
Phone: 0407 101 872
neil.trotter@corangamite.vic.gov.au

Cr Trotter lives in Timboon where he is semi-retired. He has a background in tourism and hospitality.

"My second term on Council is allowing me to use the knowledge gained in the first four years. I find it enjoyable, and at times, challenging. It is very rewarding to see community initiatives come to fruition. We are fortunate to have a dedicated team at the Shire and I am very grateful for their contribution. Ensuring that regional areas receive their fair share of State and Federal funding in a period of fiscal restraint is a continual and formidable challenge."

Committees of Council:

- Timboon Sporting Centre
- Cobden Racecourse Reserve Reference Group
- Barwon South West Waste & Resource Recovery Group
- LochArd Energy Environment Review Committee

**CR LESLEY BROWN
NORTH WARD**



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

Cr Brown and her husband Charlie live on their property just south of Mount Elephant, Derrinallum. They are the third generation of the Brown family to live and work the farm, before semi-retiring. They have four adult children who live in different parts of the country.

"The past few months have been very challenging with so much to learn and adjusting to my new role. It has been very rewarding attending community meetings in my ward, getting to know the members and helping them with issues that arise. Participating in the Shire's Youth Council, supporting our youth development has been important, as well as working with staff and Councillors to make the decisions that are right for our community."

Committees of Council:

- Central Pools Committee
- Youth Council

councillors [served 1 July 2016-22 October 2016]

CR CHRIS O'CONNOR CENTRAL WARD



First elected: 2008

Re-elected: 2012

Cr O'Connor served three consecutive years as Mayor from 2012-2015. He lives with his wife Jeanette on the outskirts of Terang and has five adult children. Cr O'Connor comes from a farming background and is involved in commercial property development.

CR GEOFF SMITH NORTH WARD



First elected: 1996

Re-elected: 2002, 2004,
2008 & 2012

In October 2014, Cr Smith was presented with a Service Award by the Municipal Association of Victoria, recognising 30 years of service and enormous contribution to local government and his local community. He lives and works on his farm near Lismore and has five adult children.

CR WAYNE OAKES CENTRAL WARD



First elected: 2012

Cr Oakes was first elected to Council in October 2012. He lives in Camperdown with wife Judi and has one adult child. He retired from the Victorian Police Force in 2012 and now runs his own business as well as spending a lot of his time volunteering in the local community.

CR PETER HARKIN COASTAL WARD



First elected: 2012

Cr Harkin lives with his wife Julie near Port Campbell and has four adult children. With a background in dairy farming, he currently works in the pipeline and exploration industry and also trades livestock.

Councillor attendance at meetings

1 July 2016 to 3 June 2017

COUNCILLOR	COUNCIL MEETINGS ATTENDED	SPECIAL COUNCIL MEETINGS ATTENDED	%
Cr Jo Beard (Mayor) ¹	12/13	2/2	93
Cr Ruth Gstrein ¹	13/13	2/2	100
Cr Neil Trotter ¹	12/13	2/2	93
Cr Simon Illingworth ²	9/9	2/2	100
Cr Helen Durant ²	9/9	2/2	100
Cr Lesley Brown ²	9/9	2/2	100
Cr Bev McArthur ²	9/9	2/2	100
Cr Peter Harkin ³	2/4	0/0	50
Cr Chris O'Connor ³	4/4	0/0	100
Cr Wayne Oakes ³	4/4	0/0	100
Cr Geoff Smith ³	4/4	0/0	100

¹ Served on Council from 1 July 2016 to 30 June 2017

² Served on Council from 7 November 2016 to 30 June 2017

³ Served on Council from 1 July 2016 to 22 October 2016

Executive team

Chief Executive Officer - Andrew Mason

[September 2010-present]

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

Director Corporate & Community Services - David Rae

[April 2012-present]

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

Director Works & Services - Brooke Love

[April 2016-present]

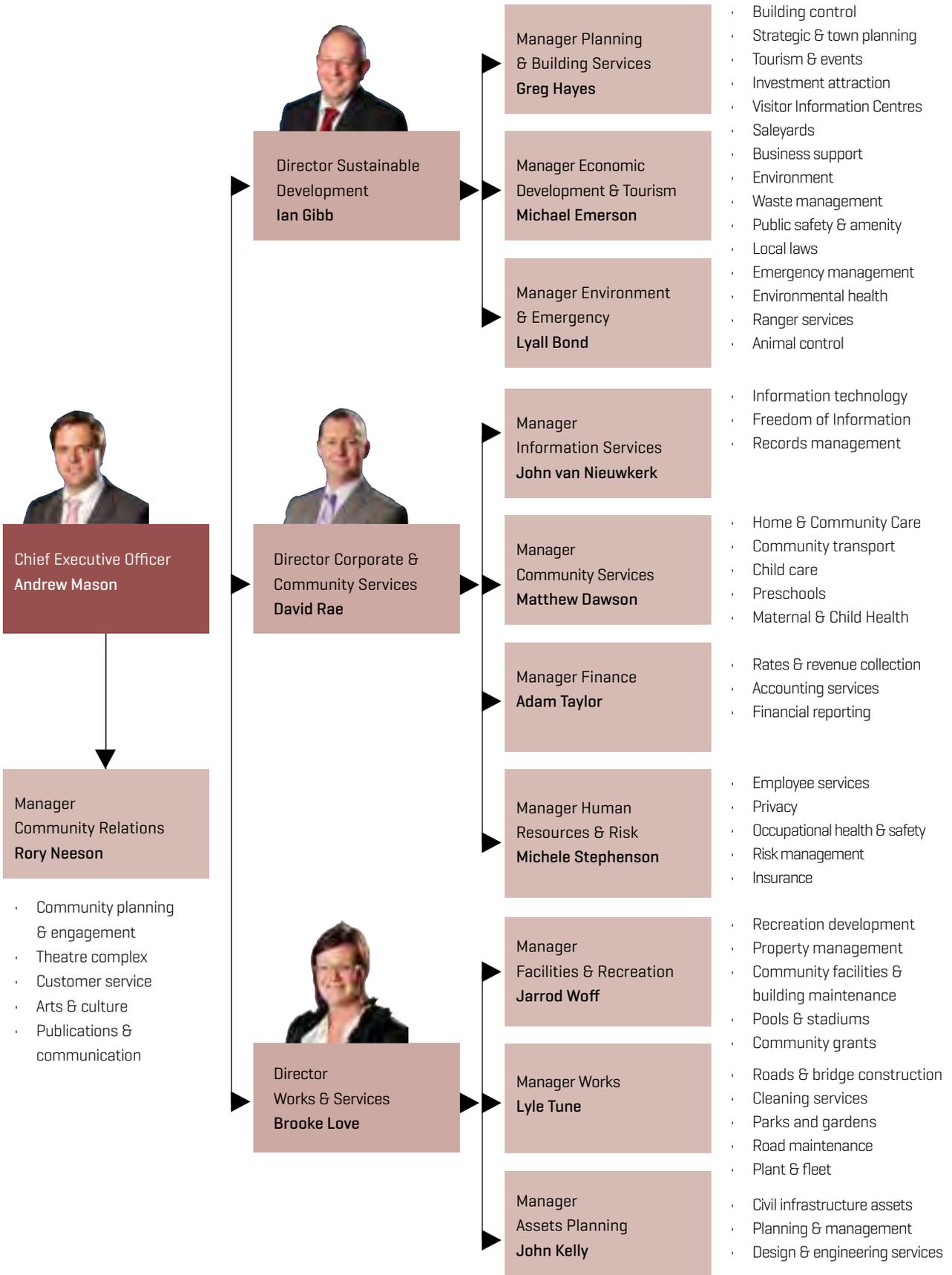
Brooke started at Corangamite Shire in 2005 as Recreation Development Officer before stepping into the position of Manager Facilities and Recreation in 2011. Brooke has worked in aquatic and recreation facility management in both the private and public sectors for 20 years.

Director Sustainable Development - Ian Gibb

[October 2010-present]

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

our people



our people

Workforce

As at 30 June 2017, Corangamite employed 272 people (in full time, part time and casual employment) in a diverse range of positions including engineering, customer service, administration, finance, children's and aged services, sport and recreation, parks and gardens, planning and management.

The total number of employees is made up of 131 full time, 114 part time and 27 casual employees. Two unfilled positions are responsible for a drop of total employees from 274 in 2015-2016. See Tables 1 and 2 (page 27) for a detailed breakdown of employees by division and employment classification.

The average age of our workforce is 48 years, which is the same as 2015-2016. Sixty-five per cent of our staff are aged over 45, and 35 percent aged over 55. Five percent are aged under 25. The generational profile of our workforce has remained consistent over the past years, and in line with nation-wide trends of ageing populations and workforces. Staff turnover was 5.8 per cent, which is very low in this sector.

Employment type by gender indicates that permanent full time work is predominantly male at 78 per cent. Seventy per cent of our 102 full time employed males belong to the Works and Services (outdoor) team. Part time work is predominantly female at 91 per cent, with 77 per cent of women employed part time in the Corporate and Community Services division. Casual work is predominantly female at 70 per cent. Our Employment Type by Gender figures have remained consistent over the past years and are reflective of the contemporary workforce where many women tend to seek part time or casual positions to enable a better balance between work/life responsibilities.

Recruitment

We advertised 39 replacement positions (no new positions) in 2016-2017, attracting 223 applications. Vacancies became available in finance, environment, planning, works and services, tourism and recreation. No management positions became vacant in 2016-2017.

Child care continues to be an area where finding, attracting and retaining qualified and skilled staff is a challenge. Recruiting a senior accountant also proved difficult, meaning we had to widen the scope of the position.

In 2016-2017 we supported work placements from Deakin, LaTrobe, Federation Universities, RMIT and South West Tafe.

Industrial Relations

Employment conditions, pay rates and criteria for the classification of positions are all covered under our Enterprise Agreement. A new Enterprise Agreement was negotiated with staff voting due to close 28 July 2017.

Learning and Development

Corangamite Shire aims to provide a supportive environment that encourages employees to seek further learning opportunities. We supported two staff towards obtaining a tertiary qualification. Every second year we provide compulsory equal opportunity and human rights training to all staff and Councillors.

Training	Number of staff
Local Government Report Writing	7
Induction into Local Government	11
First Aid	60
Ignite Leadership Program	20
Heavy Fleet Driving Education	50
Spotter Training	13
Traffic Control	35
Equal Opportunity, Bullying & Human Rights	All staff
Ethical Standards, Conflict of Interest	20

Workplace culture

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

2017 Employee Opinion Survey

We conducted an internal 'Employee Opinion Survey' in February 2017. The survey is conducted every two years to measure employee attitudes and identify any concerns.

In 2016-2017, there was an overall performance rating of 69.5 per cent, from seven best practice categories such as leadership and innovation. This rating puts Corangamite Shire's performance in the top quartile of workplaces surveyed by InSync. Overall staff satisfaction is also in the top quartile and at its highest since the first survey was conducted in 2009.

Top 5 Importance

1. Being satisfied in my job
2. Providing a safe work environment
3. Balancing work and life demands
4. Keeping skilled employees
5. Providing for the health and wellbeing of employees

Top 5 Performance

1. Organisation requires me to uphold the highest ethical standards and has a clear set of values and behaviours that guide my everyday actions
2. Providing a safe work environment
3. Having the person to whom I report listen and respond to me
4. Achieving my work area's goals and objectives
5. Producing or delivering quality products and services in my work area

Top 5 Gaps

1. Keeping skilled employees
2. Valuing employees in the organisation
3. Providing incentives and rewards
4. Trust among people in the organisation
5. Providing career opportunities

Staff Code of Conduct

A new Code of Conduct for staff was launched in September 2016.

The Code of Conduct provides guidance on a range of issues relating to conduct and ethics that employees may face in their roles with Council. Issues such as conflict of interest, procurement, acceptance of gifts, and use of Council resources are timely given the release of the Victorian Ombudsman's Report on the Misuse of Council Resources in May 2016. In 2016-2017 a lot of effort was put in by the CEO, Executive Team and Leadership Group to recommunicate the importance of acting ethically and responsibly in the workplace. The CEO addressed outdoor staff at depot team meetings and monthly indoor staff meetings. A series of Messages from the CEO was placed in the monthly internal staff newsletter 'Chatter' as a reminder of the organisation's 'values and behaviours' and to use public resources in a responsible manner. Case studies from the Independent Broad-based Anti-Corruption Commission (IBAC) were used to illustrate examples of misconduct or corruption.

Twenty of our staff attended ethical standards and conflict of interest training in 2016-2017. Staff were selected from departments (eg. planning) which can be most exposed through the nature of their work.

The work and effort put into making sure staff were aware of organisation 'values and behaviours' was reflected in the 2017 Employee Opinion Survey results where 'Organisation requires me to uphold the highest ethical standards and has a clear set of values and behaviours that guide my everyday actions' ranked as the top performance score for Corangamite Shire employees.

Equal Opportunity & Human Rights

Our commitment to Equal Opportunity is covered in our Enterprise Agreement and Equal Opportunity Policy (EOP). We identify ourselves as an Equal Opportunity Employer during recruitment and ensure that all new employees are aware of the EOP and Staff Code of Conduct during the induction

process. In 2017, all staff attended Equal Opportunity, Bullying & Human Rights refresher training. We have formal Complaints, Grievances and Disputes Procedures that enable staff to raise complaints internally or to an external body. Any matters are dealt with according to our Misconduct, Discipline Policy and Procedures. All of these policies and procedures are available on the staff intranet and in hardcopy outside the HR department and depots.

In 2016-2017, 100% of new employees participated in the induction process.

Occupational Health and Safety

Corangamite Shire maintains a strong commitment to ensuring our workplace is safe. Our 19 member OHS committee meets quarterly to identify and discuss issues, compliance and training/awareness opportunities. Employees are strongly encouraged to complete an incident report for any accidents, near misses or risks they identify in the workplace. It enables our OHS team to be more proactive and less reactive when it comes to minimising risks. All incident reports are recorded in TechOne corporate reporting software. In 2016-2017, 77 incident reports were completed.

Our 2017 Employee Opinion Survey results indicated that staff ranked 'Providing a safe work environment' as a high priority after 'being satisfied in my job'. A safe work environment ranked as second highest performance score for the organisation.

Days lost due to injury

In 2016-2017, 509 days were lost due to injury. This is a major increase from 290 days in 2015-2016. Two major incidences were responsible for this increase.

our people

Supporting and informing staff

Our annual Men's Health and Workplace Safety Day was held in May for outdoor staff – with 95% participating.

Corangamite Shire employees (and their families) also have access to a range of programs and services designed to support them in their employment and personal life.

In 2016-2017 these included:

- Employee Assistance Program – counselling and wellbeing support to employees and family members to manage issues impacting their lives
- The My Life My Health program with SW Healthcare to help deal with the risk of chronic disease (7 participants)
- Free flu immunisations (121 staff took up this offer)
- Support to Quit Smoking
- Local Government Employee Health Plan
- Vision Super financial seminars and individual financial planning sessions

There are a number of ways Corangamite Shire keeps staff informed and facilitates cross-communication between departments. We publish a weekly 'Bulletin' which is emailed directly to staff and Councillors. The monthly staff newsletter 'Chatter' is sent electronically and in hard copy to staff via payslips. Our staff intranet is the homepage of all desktop computers in the workplace.

Valuing our staff

Four of our employees achieved milestones for years of service. All staff who achieve these milestones are recognised at our end-of-year Christmas function.

Staff member	Years of service
Jane Bennett	20
Barbara Foster	20
Julieanne Matthews	30
Ian Gladman	40

Work-life balance & family friendly options

Corangamite Shire aims to provide supportive, flexible and family-friendly work options to employees. Through our Flexible Work Practices Policy we provide options such as work from home, compressed working hours, purchased leave, time in lieu and temporary part time to accommodate carer responsibilities.

Part of our community

Our employees represent our community with 85 per cent of the Corangamite workforce choosing to live in Corangamite Shire. In fact, many of our employees actively volunteer in their local communities, making a positive contribution outside of their employment.

We recognise that 'being part of the local community' is a valuable quality that our staff can draw upon when working to deliver outcomes or solve issues in Corangamite Shire.

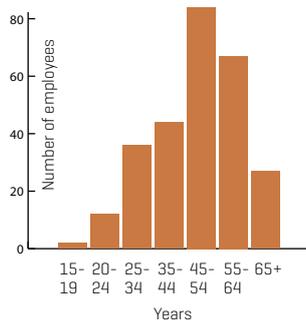
Table 1: Number of Corangamite Shire Employees by Division

	Full time male FTE	Full time female FTE	Part time male FTE	Part time female FTE	Casual male FTE	Casual female FTE	TOTAL
Corporate & Community Services	13	12	34.63	1.29	0.42	0.35	61.69
Executive	3	1	0	6.22	0	0.31	10.53
Sustainable Development	16	8	2.85	6.1	0.49	0.51	33.95
Works & Services	70	7	0.5	0.18	0.02	0.49	78.19
TOTAL	101	29	4.64	47.13	0.93	1.66	184.36

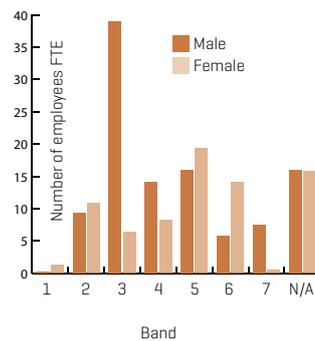
Table 2: Number of Corangamite Shire Employees by Employment Classification

Employment classification	Female FTE	Male FTE	Total FTE
Band 1	1.34	0.17	1.51
Band 2	10.8	9.33	20.13
Band 3	6.38	38.98	45.36
Band 4	8.21	14.11	22.32
Band 5	19.32	16	35.32
Band 6	14.05	5.84	19.89
Band 7	0.5	7.5	8
Band not applicable	15.83	16	31.83
Total	76.43	107.93	184.36

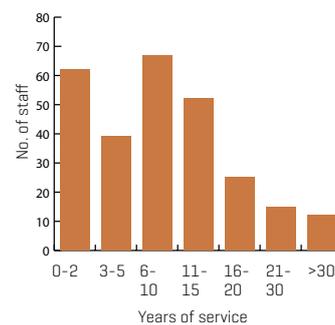
Age of workforce



Band classification by gender



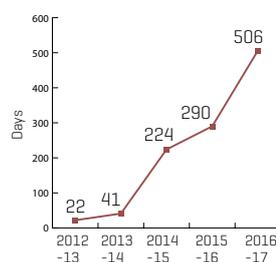
Tenure



Unplanned annual staff turnover



Time lost due to injury



Workcover premium rate



awards & recognition

Citizen of the Year James Green

Cobden's James Green was Corangamite Shire's 2017 Citizen of the Year.

James is a life member of the Cobden Football Netball and Port Campbell Surf Life Saving Clubs (and still an active member of both), an executive member of the Hampden Football League, and current Chairman of the Cobden Community Bank.

His community involvement includes service with Apex Australia for 20 years with stints as Club President, State President and two years as National Secretary. He served as Chairman of Cobden Safety House Committee for more than 10 years and on its executive for more than 14 years. He was President of the Cobden Football Netball Club for eight years, executive of Hampden Football Netball League for more than six years, Chairman of the Cobden Community Bank board for six years, as well as more than 10 years as a board member. He served on the Cobden Airport Committee for more than 10 years.

James was an inaugural board member and Director of the National Committee for the Development of Youth Employment, and has been involved in the Lions International Skills Action Program, travelling overseas to countries such as Bangladesh and Philippines to work on humanitarian construction projects.

As well as being a husband and father of three, a qualified engineer and Managing Director of local businesses Greencon Australia and Cobden Floodwash, James is a committed and extremely busy member of the Cobden community. At a grassroots level, you'll see James volunteering behind the bar or on the barbeque at a local club. He also operates incredibly well at a strategic level across a broad range of interests - football/netball, surf lifesaving, community development and infrastructure - and is well respected for his leadership, knowledge and what he brings to the table.



Young Citizens of the Year Jazzie Negrello & Darcy McGlade

Jazzie Negrello of Ecklin and Darcy McGlade of Scotts Creek have already achieved a lot in their young lives.

Jazzie was Deputy Mayor of Corangamite Youth Council (2015-2017) and has helped coordinate events such as the Rainbow Run and Battle of the Bands. She is a mentor and volunteer for the Dream Catcher Netball Program and a member of the Dan Tehan Reference Group - South West.

Darcy has turned an idea conceived in Year 7 into a sustainable business venture 'DiAmer Signs'. He is a wonderful example of sustained workplace endeavour and his initiative and determination show what students can achieve if they set their minds to something and work hard.

Community Event of the Year Free Farmers Day

Responding to the dairy crisis in 2016, the South West Model Engineers, in conjunction with the Cobden Rotary Club and WestVic Dairy organised a Free Farmers Day for local farming families to take their minds off the issue for a day. Activities included mini golf, train rides, jumping castles and free food/drinks. With around 1,000 people attending, the event was a great example of people supporting each other during tough times.

Photos from top:

- 1 Australia Day Award recipients with Mayor Jo Beard
- 2 Mayor Jo Beard with Citizen of the Year James Green
- 3 Young Citizen of the Year Darcy McGlade
- 4 Young Citizen of the Year Jazzie Negrello
- 5 Community Event of the Year Free Farmers Day organised by Cobden Rotary Club, WestVic Dairy and South West Model Engineers

strategic planning & reporting framework



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

Corangamite Shire’s Council Plan 2013–2017 establishes Council’s planning framework to the community for the next four years and is reviewed annually. The plan guides our actions and goes beyond the legislative framework of the *Local Government Act 1989* to ensure emerging issues and community priorities are strategically addressed.

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

1. Stewardship, Governance, Advocacy & Collaboration
2. Positioning for Economic Growth
3. Sustaining our Natural Assets
4. Strengthening our Communities
5. Infrastructure
6. Our Organisation

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

Local Government Performance Reporting Framework (LGPRF)

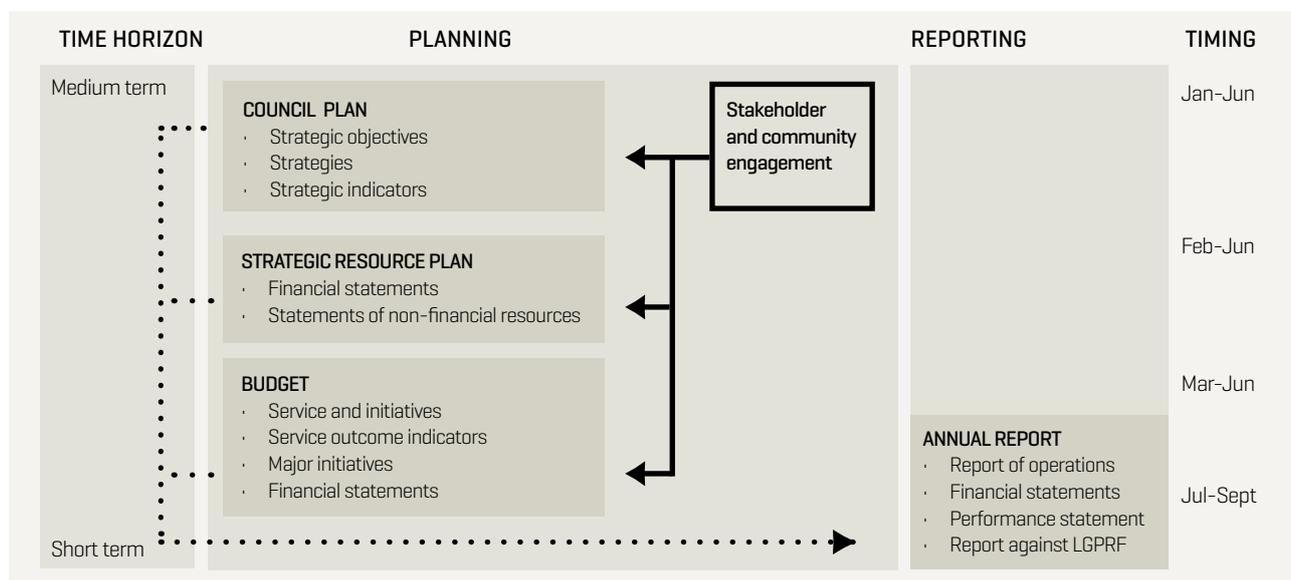
Introduced by the State Government in 2014-2015, this is a mandatory system of performance reporting to ensure that all councils measure and report on their performance in a consistent way.

The framework is made up of 66 measures and a governance and management checklist of 24 items. Each of the measures are reported in the relevant section of our annual report.

Performance

Council’s performance for the 2016-2017 year has been reported against the strategic objectives to demonstrate how Council is performing in achieving the 2013-2017 Council Plan. Performance has been measured as follows:

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



STRATEGIC THEME 1

stewardship, governance, advocacy & collaboration

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

We will make budgetary decisions that are reflective of our financial circumstances.

We will advocate for and with the community to achieve outcomes.



Main photo & clockwise: Community meeting in Skipton during the September 2016 floods; Councillors inspect McKinnons Bridge Road; Crs O'Connor, Beard and Trotter with Dan Tehan MP and John Keane at Terang Signage Project; Cr Simon Illingworth and Mayor Jo Beard on Cobden-Port Campbell Road

OBJECTIVES

- 1 Council will maintain strong and effective relationships with Federal and State Governments, other councils and peak bodies to ensure the needs and expectations of our community are addressed
- 2 Model contemporary standards of corporate governance and professional standards
- 3 Council will recognise and make decisions that reflect our financial circumstances
- 4 Recognise and reduce social disadvantage in our community
- 5 Advocate on behalf of our communities

SERVICES

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

- Governance [Corporate and Democratic]
- Financial services [budget, rating, property valuation, payroll, creditors and investment management]
- Strategic performance planning & reporting
- Policy reviews
- Compliance with *Local Government Act 1989*
- Councillors

BUDGET 2016-2017

	Expenditure (Revenue) Net cost \$'000
Governance	1,310
TOTAL	1,310

highlights & achievements

MAINTAINING STRONG AND EFFECTIVE RELATIONSHIPS WITH FEDERAL AND STATE GOVERNMENTS, OTHER COUNCILS AND PEAK BODIES

- We continued to be heavily involved in the Great South Coast Group (Moyné, Southern Grampians, and City of Warrnambool), and Regional Partnerships Group recognising the benefits of regional collaboration on projects such as the Population Levers for Economic Development project – identifying new ways to attract and return population in rural areas
- We met with the following Ministers to discuss topics such as the National Disability Insurance Scheme, Shipwreck Coast Master Plan, and upgrade of Princes Highway West
 - Senator Jane Hume
 - Senator James Patterson
 - Hon Anthony Albanese MP (Shadow Minister for Tourism, Shadow Minister for Infrastructure, Transport, Cities & Regional Development)
 - Hon Steven Ciobo MP (Minister for Trade, Tourism & Investment)
 - Hon Dan Tehan MP (Member for Wannon)
- We welcomed 16 new citizens at citizenship ceremonies held on Australia Day and during the year

MODELLING CONTEMPORARY STANDARDS OF CORPORATE GOVERNANCE AND PROFESSIONAL STANDARDS

- A general election held in October 2016 saw Councillors Geoff Smith and Chris O'Connor retire. Councillors Wayne Oakes and Peter Harkin were not re-elected. Four new Councillors were elected: Simon Illingworth, Bev McArthur, Helen Durant and Lesley Brown
- The new Council was successfully inducted in November 2016
- Major projects proposed in the Shipwreck Coast Master Plan were overlooked for funding in the 2017-2018 State Budget

- The 2018 Victorian State Election and opportunity to lobby all sides of politics on behalf of our residents

- Cr Jo Beard was re-elected Mayor in November 2016. She is serving a second term
- A new Councillor Code of Conduct was adopted in January 2017
- Developed and adopted a new Council Plan 2017-2021 in May 2017
- Council continues to perform strongly in the annual Community Satisfaction Survey

RECOGNISING AND MAKING DECISIONS THAT REFLECT OUR FINANCIAL CIRCUMSTANCES

- Total debt was reduced from \$3.19 million in 2015-2016 to \$2.22 million in 2016-2017, with no new borrowings. On track to reduce our debt to \$0
- \$500,000 worth of savings made in the 2016-2017 Budget enabled us to buffer rate capping impacts
- We met all our governance and financial performance measures in the 2013-2017 Council Plan, with the exception of maintaining Liquidity between 1.0-1.5

RECOGNISING AND REDUCING SOCIAL DISADVANTAGE IN OUR COMMUNITY

- CEO and Mayor continued to work closely with the Corangamite Health Collaborative and officers were part of the Heart of Corangamite Network to address health issues specific to Corangamite Shire residents

ADVOCATING ON BEHALF OF OUR COMMUNITIES

- Our community satisfaction ratings for 'Advocacy' and 'Overall Direction' increased in 2017
- The State Government announced it would upgrade & widen Foxhow Road

disappointments & challenges

looking forward

PROGRESS AGAINST OUR 2016-2017 COMMITMENTS

[What we said we would do in our Annual Action Plan and how much we would spend in our Budget]

BUDGETED 2016-2017	ACTUAL 2016-2017	PROGRESS
-----------------------	---------------------	----------

COUNCIL PLAN OBJECTIVE:

Council will maintain strong and effective relationships with Federal and State Governments, other councils and peak bodies to ensure the needs and expectations of our community are addressed

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

<p>Prepare advocacy material for Council's priority projects: Increase road funding, Shipwreck Coast Master Plan and Port Campbell streetscape upgrade <i>Corangamite Shire Priorities 2016-2017 brochure designed and printed in-house. Material for arterial roads funding and the Great Ocean Road North-South Loop was finalised and used in meetings with VicRoads and Government representatives</i></p>	\$10,000	\$286	80%
--	----------	-------	-----

COUNCIL PLAN OBJECTIVE: Model contemporary standards of corporate governance and professional standards

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

<p>Deliver an induction program for the new Council <i>Training held in Camperdown and Port Campbell, with Councillors identifying new values and indicating future direction</i></p>	\$10,000	\$6,285	100%
<p>Prepare Council Plan 2017-2021 for Council approval <i>Prepared and adopted by Council in May 2017. Stronger emphasis on roads advocacy</i></p>	NIL	NIL	100%
<p>Review and update the Councillor Code of Conduct <i>New Code of Conduct adopted with minor changes to reflect new values</i></p>	NIL	NIL	100%

COUNCIL PLAN OBJECTIVE: Recognise and make decisions that reflect our financial circumstances

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

<p>Complete three Service Reviews <i>Service Review Model remains in development and is delayed. Two reviews are now targeted for completion in 2017-2018.</i></p>	\$50,000	\$1,175	10%
<p>Investigate infrastructure requirements and market viability for the installation of a Dirty MRF (Materials Recovery Facility) and In-vessel composting system at Naroghid Landfill in accordance with the findings of the Alternative Waste Management Investigation Project <i>This project has been included in Regional Waste Management Groups Plan. A contribution from this budget was used to match a Sustainability Victoria grant to purchase a horizontal grinder for organics processing</i></p>	\$100,000	\$65,760	60%
<p>Support MAV to lobby for increases in statutory fees to reflect delivery costs <i>Planning Application Fees increased substantially in December 2016</i></p>	NIL	NIL	100%

COUNCIL PLAN OBJECTIVE: Recognise and reduce social disadvantage

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

<p>Leadership Group training in relation to implementing Council's new Social Justice Policy <i>Social Inclusion Policy was endorsed in May 2017. Training yet to commence</i></p>	\$5,000	\$763	0%
---	---------	-------	----

COUNCIL PLAN OBJECTIVE: Advocate on behalf of our communities

<p>Inclusion and use of advocacy material in Great South Coast advocacy efforts to improve rail services and road funding for Princes Highway West and arterial roads such as Foxhow Road and Cobden-Port Campbell Road <i>Document developed and presented to politicians, industry stakeholders and State Government representatives</i></p>	NIL	NIL	100%
<p>Advocate for the Twelve Apostles Trail as an important component of the delivery of the Shipwreck Coast Master Plan implementation and sequencing <i>The Twelve Apostles Trail is included in the Shipwreck Coast Master Plan Business Case document</i></p>	NIL	NIL	100%

PROGRESS AGAINST PERFORMANCE MEASURES SET OUT IN COUNCIL PLAN

[How we said we would measure our success in the Council Plan 2013-2017]

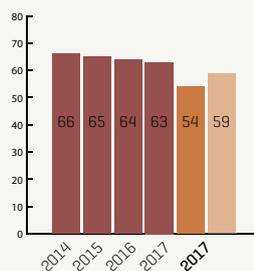
PERFORMANCE MEASURE/INDICATOR	RESULT 2016-2017	COMMENT
Working Capital Ratio will be maintained between 1.0 and 1.50	✓	Working Capital Ratio (Liquidity) is at 2.96 for 2016-2017 due to reduction of borrowings and increase in cash on hand
Renewal gap will be at least 1.0 average for the life of the plan	✓	Renewal Gap was 0.92 for 2016-2017, down from 1.17 in 2015-2016. We kept the Renewal Gap at 1.0 average for the life of the 2013-2017 Council Plan.
Indebtedness levels will not exceed 40%	✓	Indebtedness levels were 19% in 2016-2017, down from 26% in 2015-2016
Community satisfaction rating for 'Advocacy' will continue to be in top 25% for Large Rural Shires	✓	2017 rating for 'Advocacy' was 59, up from 57 in 2016, and well above Large Rural Shire average of 51
All Councillors will undertake training annually	✓	All Councillors completed the induction program and received governance training
Community satisfaction rating for 'Council performance' will continue to be in top 25% for Large Rural Shires	✓	2017 rating for 'Overall Performance' was 63, down from 64 in 2016, but still above Large Rural Shire average of 54
No breaches of the Councillor Code of Conduct	✓	No breaches
Evidence of benefits of regional collaboration	✓	We completed the second year of a joint road sealing contract with Warrnambool, saving 12% on costs and entered into a joint contract with Moyne Shire for recreation facilities management with anticipated savings of 10%

REPORT CARD

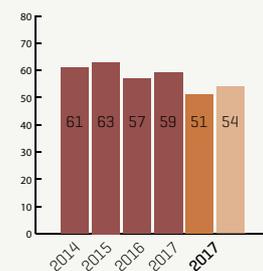
2017 Local Government Community Satisfaction Survey results. Department of Environment, Land, Water and Planning. Prepared by JWS Research. Results are an indexed mean, highest score is 100.

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

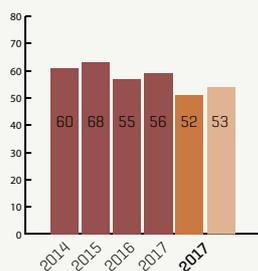
Overall performance



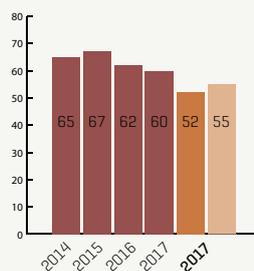
Advocacy & lobbying



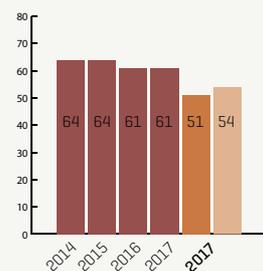
Overall direction



Community consultation



Making community decisions



LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF)

SERVICE/INDICATOR/MEASURE	RESULT 2015	RESULT 2016	RESULT 2017	COMMENT
GOVERNANCE				
TRANSPARENCY Council decisions made 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] x 100	14%	11.76%	12.56%	Landfill and waste-related contracts due for review in 2016-2017 contributed to the increase in confidential reports considered
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]	67/100	62/100	60/100	Some controversial planning decisions may have impacted the level of satisfaction
ATTENDANCE Councillor attendance at Council Meetings (including Special Meetings) [The sum of the number of Councillors who attended each Ordinary and Special Council Meeting / [Number of ordinary and special Council meetings] x [Number of Councillors elected at the last Council general election]] x 100	93%	93.33%	96.19%	A small increase in attendance was experienced during the year
SERVICE COST Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$43,852.57	\$41,003.71	\$42,942.29	The increase in governance costs was associated with the induction of a new Council
SATISFACTION [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	64/100	61/100	61/100	

NEW COUNCIL PLAN 2017-2021

Continuing to lobby the State Government to improve the main road network in Corangamite Shire is a strong focus of a new four year Council Plan.

Economic development, community planning and good financial management are also key focal points, ensuring that Corangamite Shire remains in a healthy and secure financial position in the long term. The plan was adopted by Council in May 2017 after a two month public consultation process.

It contains six major themes:

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

"It sets the tone for the next four years and is the document we often refer back to in our decision-making," said Mayor Jo Beard.



advocating for great ocean road north south loop funding

In 2016-2017, Corangamite Shire launched the Great Ocean Road North South Loop proposal, in an effort to attract \$29 million from the State Government to upgrade roads used by visitors on their return journey from the Twelve Apostles inland to the Princes Highway and back to Melbourne.

Mayor Jo Beard and Coastal Ward Councillor Simon Illingworth have lead lobbying efforts, meeting with VicRoads and government representatives, and appearing in the media.

More than 2.6 million people visit the Twelve Apostles annually. 68 per cent of these visits are domestic daytrips, arriving via the Great Ocean Road by private vehicle or tour bus, spending time at the site and then departing back to Melbourne via the Cobden-Port Campbell Road, Princetown Road and Timboon-Colac Road on their return to the Princes Highway.

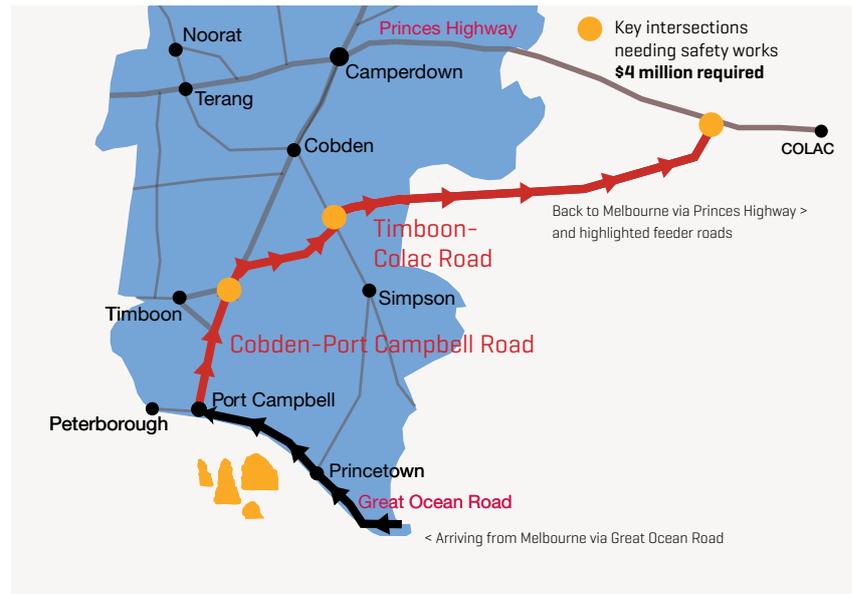
VicRoads 2013-2014 data shows that more than 21 per cent of the Cobden-Port Campbell Road, Princetown Road and Timboon-Colac Road is in a distressed state.

Tourist driver behaviour is also a concern, with many international drivers not remembering to drive on the left-hand side of the road when driving along the Great Ocean Road and other main roads.

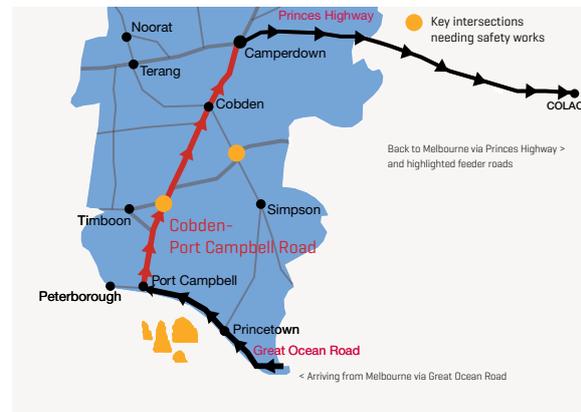
More than 60 vehicle crashes have involved over 180 people during the past six years on the Great Ocean Road and hinterland roads forming the 'Great Ocean Road Visitors Touring' route. Eight of these crashes involved buses, i.e. with 7 or more people involved.

Funding of improvements to these roads and intersections is a matter of urgency to ensure the safety of locals and visitors. With increases to visitor numbers projected for this region over the next 20 years it is important that we see support for this proposal.

TIMBOON-COLAC ROAD \$16 MILLION REQUIRED



COBDEN-PORT CAMPBELL ROAD \$10 MILLION REQUIRED



PRINCETOWN ROAD \$11 MILLION REQUIRED



STRATEGIC THEME 2

positioning for economic growth

The economy of Corangamite Shire is strong but there are significant opportunities for Council to play an active role in business development and attraction.

Continuing to grow our population is important to economic opportunity and the long term prosperity of the area.



Main photo & anti-clockwise: Aerial view of the Twelve Apostles; agriculture employs 30% of our population; Camperdown saleyards; Kennedys Creek Music Festival

OBJECTIVES

- 1 Grow our population for the sustainability of the economic base of our community
- 2 Support the expansion of agricultural diversity and the value adding of agricultural product
- 3 Encourage and support the expansion of the tourist industry
- 4 Recognise our role in the global economy
- 5 Become a leading area for energy production
- 6 Encourage and support business investment and expansion that creates more jobs in Corangamite

SERVICES

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

- Economic Development
- Camperdown Saleyards
- Tourism (Visitor Information Centres)

BUDGET 2016-2017

	Expenditure [Revenue] Net cost \$'000
Economic Development	236 [0] 236
Saleyards	638 [793] [155]
Tourism	416 [80] 336
TOTAL	417

HIGHLIGHTS & ACHIEVEMENTS

GROWING OUR POPULATION FOR THE SUSTAINABILITY OF THE ECONOMIC BASE OF OUR COMMUNITY

- 2016 Census population figures show that while Corangamite Shire's population has declined by 325 people from 2011, it was much less than the ABS projection
- BBQ for new residents at Mount Elephant Visitor Centre in May attracted more than 25 guests
- Council adopted a new Economic Development Strategy 2017-2021

SUPPORTING THE EXPANSION OF AGRICULTURAL DIVERSITY AND THE VALUE ADDING OF AGRICULTURAL PRODUCTS

- Assisted with business development investment for Timboon Goat Farm
- Working with Camperdown Dairy to prepare a business case to State Government

ENCOURAGING AND SUPPORTING THE EXPANSION OF THE TOURIST INDUSTRY

- Council adopted a new Events & Festivals Strategy 2017-2021
- The inaugural Timboon Artisan Festival was successful, and will be hosted as an annual event
- The Twelve Apostles Food Artisan Trail continues to grow, with a new craft

beer producer 'The Sow & Piglets' joining the group

- We presented a B&B and Farmstay Workshop, with 25 participants
- We partnered with Great Ocean Road Regional Tourism to develop Destination Action Plans for the north of the Shire
- Council approved plans for a 20-room lodge, 20 cabins and 300-seat restaurant on a site near the Princetown Recreation Reserve
- Timboon Ice Creamery opened in December 2016, adding value to the hinterland's gourmet food offering

ENCOURAGING AND SUPPORTING BUSINESS INVESTMENT AND EXPANSION THAT CREATES MORE JOBS IN CORANGAMITE

- The 2016-2017 Retail Area Facade Improvement Program funded 26 businesses to improve their shopfronts. The total value of works completed through the program was \$150,000
- The number of businesses trading with an ABN as at 1 July 2017 [1,296] compared to 1 July 2016 [1,237], shows an increase of 59 [+4.8%]

DISAPPOINTMENTS & CHALLENGES

- The Migrant Labour and Attraction Program received little interest, resulting in the program not going ahead
- The Shire lost two events: Camperdown Cruise and Simpson Rodeo, when event organisers decided not to continue running the popular events
- Blackmore's Wagu Beef decided to relocate to New South Wales after time and resources were provided to assist with development of new business in Corangamite

- The State Government's moratorium on conventional gas exploration [until 2020] needs to be lifted, with the gas industry making a valuable contribution to our local economy
- Low numbers of participants in Small Business Victoria workshops hosted by the Shire
- The local dairy industry has not fully recovered from the low milk price

LOOKING AHEAD

- Continue to support local events by implementing actions from the Festivals & Events Strategy
- Regional dairy supply chain mapping project to unlock high productivity freight vehicle routes on road network

PROGRESS AGAINST OUR 2016-2017 COMMITMENTS

[What we said we would do in our Annual Action Plan and how much we would spend in our Budget]

BUDGETED 2016-2017	ACTUAL 2016-2017	PROGRESS
-----------------------	---------------------	----------

COUNCIL PLAN OBJECTIVE:

Grow our population for the sustainability of the economic base of our community

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Identify target businesses for migrant labour opportunity and develop a 'How to employ migrant labour' guide <i>Diversitat is now operating a similar program out of Geelong. We hold quarterly meetings to keep updated</i>	\$5,000	\$0	0%
--	---------	-----	----

COUNCIL PLAN OBJECTIVE: Support the expansion of agricultural diversity and the value adding of agricultural product

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Investigate recommencing saleyard store sales <i>Small scale store sales have commenced</i>	NIL	NIL	100%
--	-----	-----	------

COUNCIL PLAN OBJECTIVE: Encourage and support the expansion of the tourist industry

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Participate in a regional review of Visitor Servicing Arrangements by GORRT and select a preferred approach to future Visitor Information Centre provision <i>The review is at draft report stage</i>	\$20,000	\$0	60%
Participate in the implementation of the Shipwreck Coast Master Plan, and work in partnership with government agencies to deliver a business case to support ongoing investment and define sequencing of implementation <i>Business case for Shipwreck Coast Master Plan complete after working with GORRT, Parks Victoria and Moyne Shire Council to deliver</i>	NIL	NIL	100%
Market test concept plans for the Port Campbell West Tourism Opportunity site to assist investment attraction <i>Concept plans and prospectus have been completed</i>	NIL	NIL	100%
Partner with GORRT to implement destination management plans for Port Campbell and northern areas <i>GORRT Twelve Apostles and Hinterland Destination Action Plan complete. GORRT Northern Areas Destination Action Plan at draft stage</i>	NIL	NIL	75%

COUNCIL PLAN OBJECTIVE: Encourage and support business investment and expansion that creates more jobs in Corangamite

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Establish Business Information Network and develop Year 1 Action Plan <i>Business training workshops held</i>	\$2,000	\$500	100%
Design a Corangamite artisan product visual merchandising display at the Visitor Information Centre <i>Project delayed due to Food Artisans Group re-branding</i>	\$3,500	\$0	10%
Extend Retail Area Facade Improvement Program for another year <i>Second round of the program was oversubscribed with 26 businesses requesting a total \$58,956.71</i>	\$30,000	\$45,909	100%
Advocate for State Government funding to support the establishment and growth of both Camperdown Dairy International and Camperdown Dairy <i>Business case to facilitate relocation of Camperdown Dairy to an alternative site has been completed</i>	NIL	\$0	100%
Develop marketing collateral for Asian markets including China, India and Indonesia <i>Research commissioned on Chinese attitudes to the Twelve Apostles. Chinese New Year promotional material developed and translated</i>	\$10,000	\$4,881	100%

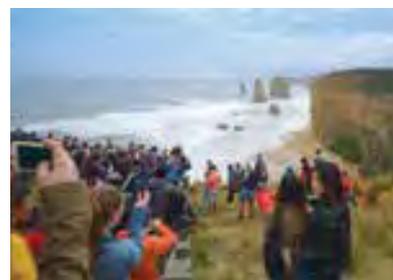
PROGRESS AGAINST PERFORMANCE MEASURES SET OUT IN COUNCIL PLAN

[How we said we would measure our success in the Council Plan 2013-2017]

PERFORMANCE MEASURE/INDICATOR	RESULT 2016-2017	COMMENT
An increase in population	X	Latest Census figures show the population declined from 16,376 in 2011 to 16,133 in 2016. Projections had it declining more than it actually did (forecasts were for a population of 15,735 in 2016) indicating that it may be stabilising
An increase in business investment	✓	The value of commercial building activity was \$12 million in 2016-2017, compared to \$4.3 million in 2015-2016
An increase in use of the Twelve Apostles website	✓	www.visit12apostles.com.au attracted 215,800 visits in 2016-2017, an increase of 12.9% from 191,000 visits in 2015-2016
An increase in the number of beds and length of stay for visitors	✓	Overnight visitors have increased from 180,000 (March 2016) to 211,000 (March 2017) – an increase of 17.2% on the year
Maintain or grow stock numbers through Camperdown Saleyards	X	Stock numbers dropped from 46,844 in 2014-2015, 46,574 in 2015-2016 to 32,470 in 2016-2017. However, this decline has been experienced regionally. Camperdown's market share of 35% (from Colac and Warrnambool Saleyards) has slightly increased from 34% in 2014-2015
Increase the number of business networks and attendance at business training	✓	We delivered eight business workshops with a total 109 participants

OTHER BUDGETED INITIATIVES:

Population attraction program	\$10,000
Contribution to Terang Country Music Festival, Cobden Spring Festival & Camperdown Horse Trials	\$12,500
Contribution to Camperdown Cruise	\$20,000



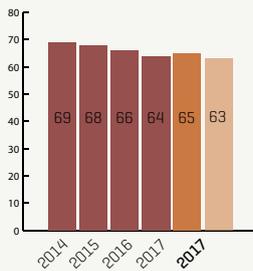
Clockwise from top left: Sow & Piglets Brewery, Port Campbell; chaos at the Twelve Apostles; Timboon Ice Creamery; Port Campbell Visitor Information Centre

REPORT CARD

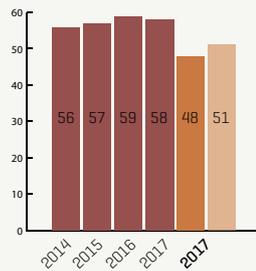
2017 Local Government Community Satisfaction Survey results. Department of Environment, Land, Water and Planning. Prepared by JWS Research. Results are an indexed mean, highest score is 100.

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

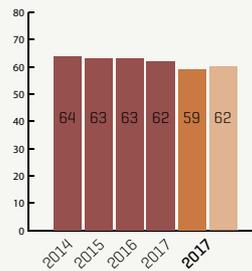
Tourism development



Planning & building permits



Business & community development



retail area facade improvement program

BEFORE



AFTER



Camperdown Newsagency participated in the program

One of our success stories of 2016-2017 was the second round of the Retail Area Facade Improvement Program.

The program offers grants of up to \$3,000 to local businesses in town centres to improve shopfronts. The broader aim of the program is to improve the presentation of towns and in Corangamite Shire, complementing the streetscape works carried out by Council.

Eligible works could include:

- Painting of the facade
- Cleaning of the existing facade
- Removal of redundant signage, air conditioning units and hoardings
- Minor repair, maintenance or reinstatement of missing elements
- Minor repairs to existing facade tile or stone accents
- New repairs or replacement of verandahs

We received 26 applications requesting \$58,956.71, well over the \$30,000 Council had allocated to the 2016-2017 program.

Recognising the value of the program, and to enable all applicants to participate, \$28,956.71 was transferred from the Community Planning program.

Planning permit application fees were also waived, adding to the incentive.

A total of \$58,956.71 was allocated to businesses on a \$ for \$ funding basis - which meant that \$150,000 improvement works were carried out to shopfronts across the Shire.

The Retail Facade Improvement Program was a finalist in the 2016 LGPRO Awards for Excellence 'Community Partnerships' category.

spotlight on: quick response grants



Corangamite Ice Taskforce used the grant to help set up community billboards targetting use of ice

Corangamite Shire distributes small amounts of funding to eligible community groups each year through Quick Response Grants.

The program recognises that flexibility in granting small amounts to community groups / organisations in a responsive manner results in positive outcomes.

Groups usually approach a Councillor or can apply via corangamite.vic.gov.au, with a maximum funding amount of \$500.

In 2016-2017, the following community groups / organisations received a quick response grant:

- Port Campbell Dairy Discussion Group
- Western Plains Photographic Club
- Camperdown Garden Club
- Lismore & District Lions Club
- Camperdown Men’s Shed
- Camperdown & District Historical Society
- Camperdown Grandstand Restoration Committee
- Cobden & District Health Services
- Lakes & Craters Band Camperdown
- Corangamite Ice Taskforce
- Camperdown & District Food Bank
- Terang & District Lions Club
- Darlington Mechanics Institute
- Corangamite Relay for Life Organising Committee
- Cobden Golf Club
- Advance Camperdown
- Mercy Regional College
- Darlington Rural Fire Brigade
- Derrinallum Progress Association
- Skipton Historical Society
- Derrinallum & Lismore History Group
- Hampden Specialist School
- Keilambete Music Club
- Timboon Field & Game Club
- Rotary Club of Cobden
- Scotts Creek Recreation Reserve

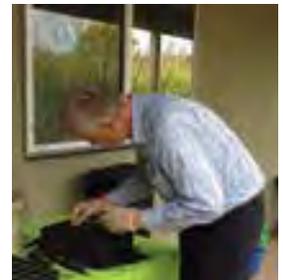
STRATEGIC THEME 3

sustaining our natural assets

Corangamite Shire has a rich natural environment.

The Council will work closely with the community to address environmental issues.

Council is also committed to improving its own environmental practices.



Main photo & anti-clockwise: Solar panels on Civic Centre in Camperdown; Public place recycling in Timboon; Naroghid Landfill; Staff plant propagation day

OBJECTIVES

- 1 Manage our environment for future generations
- 2 Reduce energy consumption and promote use of clean energy
- 3 Manage waste, including household waste and organics to increase recycling volumes
- 4 Build resilience in our communities to adapt to impacts of climate change

SERVICES

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

- Sustainable Development Management
- Waste management and Naroghid Landfill
- Environmental services

BUDGET 2016-2017

	Expenditure [Revenue] Net cost \$'000
Sustainable Development Management	690 [4] 686
Environment	431 [62] 369
Waste Management	4,029 [2,517] 1,512
TOTAL	2,567

HIGHLIGHTS & ACHIEVEMENTS

MANAGING OUR ENVIRONMENT FOR FUTURE GENERATIONS

- We treated a record number of weeds on roadsides across the Shire with 1,150 kilometres of roads treated. This was 21% more than in 2015-2016
 - Blackberry 963 kms
 - Sweet Pittosporum 264 kms
 - Pampas Grass 394 kms
 - Ragwort 244 kms
 - Other: 488 kms [Gorse, Boxthorn, Patterson's Curse, Spanish Heath, Blue Periwinkle, Mirror Bush, Arum Lily, English Ivy and Cape Ivy]
- We held our annual Staff Propagation Program in February, resulting in more than 1,000 seedlings being grown for use by community groups
- Our support of the Mt Leura and Mt Sugarloaf Reserve Committee saw more improvements made to the Volcanic Education Centre and weed treatment on the reserves. Committee members have contributed more than 1,000 hours to the project

REDUCING ENERGY CONSUMPTION AND PROMOTING CLEAN USE OF ENERGY

- Our solar PV systems installed on Council buildings generated more than 127,000 kWh. Some sites have created more power than required and have resulted in credited accounts

MANAGING WASTE, INCLUDING HOUSEHOLD WASTE AND ORGANICS TO INCREASE RECYCLING VOLUMES

- We completed Cell 14a and Cell 12 sideliner at Naroghid Landfill, meaning that Council has over \$7.5 million worth of space available [enough to last 2.5 years]
- There was a 25% increase in organic material recovered from the kerbside collection service, with 1,955 tonnes recovered in 2016-2017 compared to 1,565 tonnes in 2015-2016
- There was an overall increase in the kerbside recovery rate, with 63% of all materials collected either recycled or composted. This is an increase from 62% in 2015-2016

BUILDING RESILIENCE IN OUR COMMUNITIES TO ADAPT TO IMPACTS OF CLIMATE CHANGE

- In 2016-2017 we funded 23 community projects through the Environment Support Fund. The program has been running for more than 15 years and supports community groups to carry out environmental and sustainability projects across the Shire. Applications were up significantly from 2015-2016, requesting a total of \$65,501

DISAPPOINTMENTS & CHALLENGES

- Street litter bin usage has risen dramatically in all of the highway towns, resulting in overflowing bins and community complaints
- Despite a record investment and more roadside weed control works than ever before, community satisfaction for roadside slashing and weed control declined by 4 points
- Despite more than \$900,000 collected from South West residents under the State Government imposed 'Landfill Levy', it is not fulfilling its original intent of making on-the-ground improvements in sustainability and waste reduction

LOOKING AHEAD

- Big construction season at Naroghid Landfill, including capping of Cells 11 & 12, and extension of sideliners for Cells 12 & 13
- Trial of solar powered compactible litter bins to manage growing use of bins in highway towns

PROGRESS AGAINST OUR 2016-2017 COMMITMENTS

[What we said we would do in our Annual Action Plan and how much we would spend in our Budget]

BUDGETED 2016-2017	ACTUAL 2016-2017	PROGRESS
-----------------------	---------------------	----------

COUNCIL PLAN OBJECTIVE:

Manage our environment for future generations

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Establish a self-funded community management model for Mount Noorat
Issues with current quarry operation and lease establishment with the estate. Awaiting final documents to be submitted to Council in July 2017

NIL

NIL

80%

COUNCIL PLAN OBJECTIVE: Reduce energy consumption and promote use of clean energy

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Install solar PV power systems on three Council managed buildings
Project adjusted due to structural assessments on buildings. Larger 10kw Solar PV system installed on Terang Children's Centre and high bay lighting improvements made at Council Depot which are now LED

\$30,000

\$28,653

100%

Through Great South Coast Smart Lighting Group and VicRoads, replace existing cost share street lighting with more energy efficient type
Business case prepared for replacement of cost shared energy efficient lights on main roads. Discussions are being held with VicRoads in regards to contributing to replacements

NIL

NIL

30%

Investigate feasibility of using biodiesel in heavy fleet
Biodiesel no longer an option. No production.

NIL

NIL

100%

PROGRESS AGAINST PERFORMANCE MEASURES SET OUT IN COUNCIL PLAN

[How we said we would measure our success in the Council Plan 2013-2017]

PERFORMANCE MEASURE/INDICATOR	RESULT 2016-2017	COMMENT
Wastewater Management Plan for non-sewered towns completed	✓	A guide has been developed to help people design wastewater systems in difficult areas
Reduce Council's reliance on grid provided electricity and water from the potable water supply	✓	Solar panels installed at Council buildings produced more than 127,000 KWh in 2016-2017, up from 114,220 KWh in 2015-2016. The panels were installed over the life of the Council Plan and have significantly reduced Council's overall electricity bill. Water saving initiatives have also reduced Council's billed water volumes at sites such as the Camperdown Saleyards - 23,122 litres in 2013-2014 down to 18,550 litres in 2016-2017
Increase in kerbside recycling and the diversion of food and green waste from landfill	✓	Diversion rates have increased from 62% in 2013-2014 to 64% in 2016-2017 (over the life of the Council Plan) Greenwaste collected increased from 4,678 tonnes in 2015-2016 to 5,238 tonnes in 2016-2017, because we offered a weekly green collection service from October to December 2016. The volume of recyclables collected has dropped over the life of the Council Plan, from 1,557 tonnes in 2013-2014 to 1,394 tonnes in 2016-2017
Investment in renewable energy in Corangamite Shire	X	Low level of take-up

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF)

SERVICE/INDICATOR/MEASURE	RESULT 2015	RESULT 2016	RESULT 2017	COMMENT
WASTE COLLECTION				
SATISFACTION Kerbside bin collection requests per 1,000 households [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 100	59.92	60.61	67.02	Council implemented a bin audit and removal program for incorrectly allocated bins. This resulted in a rise in customer calls during the reporting period
SERVICE STANDARD Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	8.61	4.58	4.18	The bin audit and removal program improved the collection process and reduced missed bins
WASTE SERVICE COST [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$98.98	\$95.76	\$99.09	Rising landfill disposal costs have increased the cost of kerbside garbage collection
RECYCLING SERVICE COST [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$55.67	\$28.98	\$28.38	
WASTE DIVERSION Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	59%	60.92%	63.94%	The improvement is a result of increased use of our kerbside organic waste collection service, which has reduced waste going to landfill

OTHER BUDGETED INITIATIVES:

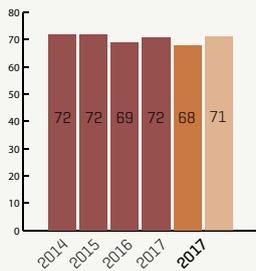
Environment Support Fund	\$30,000
Roadside Weed Control Program (additional spend on top of annual \$50,000 allocation)	\$40,000
Finlay Avenue of Elms, Camperdown Stage 2 - arborist assessment and pruning	\$50,000
Elm Leaf Beetle Management Plan and treatment program	\$50,000
Lake Bullen Merri Spiny Rush Control	\$5,000

REPORT CARD

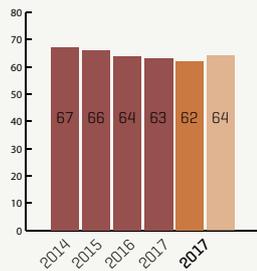
2017 Local Government Community Satisfaction Survey results. Department of Environment, Land, Water and Planning. Prepared by JWS Research. Results are an indexed mean, highest score is 100.

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

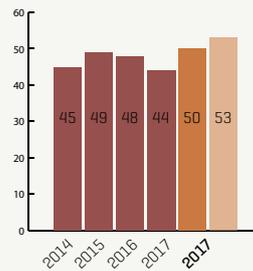
Waste management



Environmental sustainability

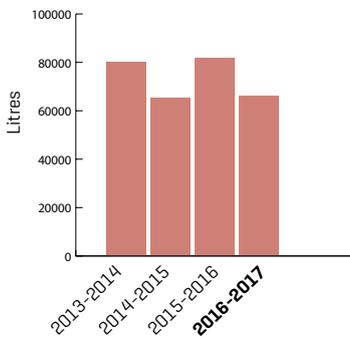


Roadside slashing & weed control



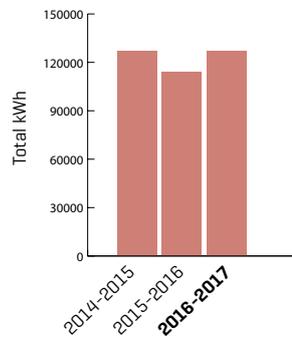
Water usage at Council properties 2014-2017

Major water leak at swimming pool caused spike in 2015-2016

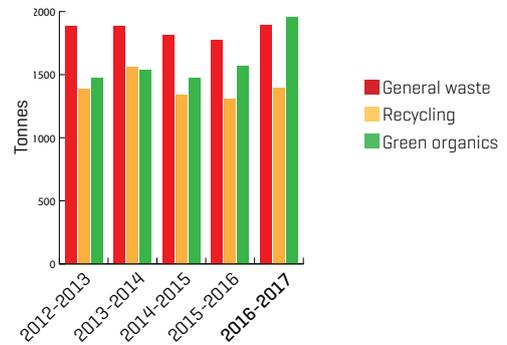


Solar power produced by Council 2015-2017

Panels installed from 2015 onwards



Kerbside collection rates 2013-2017



KERBSIDE COLLECTION SERVICE FIGURES

	2013-2014	2014-2015	2015-2016	2016-2017
Municipal waste collected	1,888	1,786	1,776	1,889
Greenwaste collected	1,536	1,475	1,565	1,955
Recyclables collected	1,557	1,343	1,337	1,394
Total waste collected	4,982	4,604	4,678	5,238
Number of tenements at 1 July	5,081	5,081	5,251	5,327
Recovery rate	62%	61%	62%	64%

environment support fund

Timboon end of the
Camperdown-Timboon Rail Trail



The Environment Support Fund offers grants of up to \$2,000 matching funding for community groups, schools, organisations and individuals to undertake environmental and sustainability projects across Corangamite Shire.

The program aims to produce on-ground outcomes on public and private land and foster environmental awareness and behaviour change.

The 2016-2017 round of the Environment Support Fund supported 19 community projects and resulted in more than \$100,000 of environmental initiatives across the Shire.

Some of the projects funded in 2016-2017 included:

Mount Elephant Community Management

Project: Enhancing the natural assets of Mount Elephant Scoria Cone

Lismore Progress Association

Project: Enhancing the Lismore environs by removal of Desert Ash trees

Camperdown Pastoral & Agricultural Society

Tanks A Lot - Installation of rainwater tanks

Cobden & District Kindergarten

Project: Little Green Thumbs (environmental education for children)

Timboon Bushland Cooperative

Project: Cape Ivy and Hemlock Control

Camperdown-Timboon Rail Trail Committee

Project: Pest identification on the rail trail

Weerite Landcare

Project: Restoring Eucalyptus Woodlands to the Weerite Landscape

Kennedys Creek Hall

Project: Energy Efficient Lights and Appliances

STRATEGIC THEME 4

strengthening our communities

Corangamite Shire's communities are welcoming and provide support and a sense of belonging.

Council will work to improve and enhance community health, wellbeing and connectedness.

Council has an important role in planning to ensure townships grow in a sustainable manner.



Main photo & clockwise: Launch of Timboon Parkrun; story time at Camperdown library

OBJECTIVES

- 1 Provide opportunities to improve and enhance the health and wellbeing of our community
- 2 Provide and advocate for a range of services, facilities and support to our people to enable them to fully engage and participate in the community
- 3 Improve the educational outcomes of our community
- 4 Recognise the importance of art and culture to the community
- 5 Provide a leadership, planning and coordination role in emergency management
- 6 Ensure appropriate land use and development outcomes which make Corangamite more liveable

SERVICES

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

- Building & Planning
- Community Relations
- Community Services Management
- Children's Services
- Youth Services
- Aged & Disability
- Environmental Health & Immunisations
- Emergency Management & Local Laws
- Recreation & Facility Management

BUDGET 2016-2017

	Expenditure [Revenue] Net cost \$'000
Building & Planning	757 (249) 508
Community relations	1,155 (31) 1,124
Community Services Management	322 322
Children's Services	2,916 (2,793) 123
Youth Services	143 (61) 82
Aged & Disability	1,548 (1,414) 134
Environmental Health & Immunisations	294 (109) 185
Emergency Management & Local Laws	902 (203) 699
Recreation & Facility Management	382 (20) 362
TOTAL	3,539

HIGHLIGHTS & ACHIEVEMENTS

PROVIDING OPPORTUNITIES TO IMPROVE AND ENHANCE THE HEALTH AND WELLBEING OF OUR COMMUNITY

- We launched a new seasonal program *Eat Well Move Well Be Well* designed to increase the number of residents involved in physical activity, healthy eating, and good mental health
- Timboon Parkrun was launched in May with 151 participants
- We continued to lead and support initiatives such as Ed Gym, Walk to School, Corangamite Fun Run Series, and Barwon South West Skate Series
- We reviewed the 2013-2017 Health & Wellbeing Plan and are developing the 2017-2021 Plan
- Council signed the Age-Friendly Commitment and received a \$100,000 State Government grant to build age-friendly communities in Corangamite. Started the Live Well Project, due for completion in 2019
- More than 300 attended our Youth Achievement Awards in October, recognising the talent and/or contribution of our young people
- Our Aged & Disability Services were assessed as meeting all 18 quality care standards

PROVIDING AND ADVOCATING FOR A RANGE OF SERVICES / FACILITIES AND SUPPORTING OUR PEOPLE

- Satisfaction with our Family Support Services rose by 3 points to 72, and satisfaction with our Disadvantaged Support Services rose 4 points to 67 in 2017
- We distributed \$100,000 in grants to committees and community groups for repairs to halls, minor events, programs and equipment resulting in community projects valued at more than \$180,000
- We delivered a \$10 million capital works program
- Completed the \$600,000 Timboon Town Centre Improvements project and Stage 3 of the Terang Streetscape Project

- Mount Elephant Visitor Centre and Cobden's 3266 Visitor Centre project were officially launched
- Held six NBN information sessions across the Shire, and lobbied to improve local internet service provision, particularly in Skipton and Derrinallum
- We successfully lobbied for more funding for school crossings, which will now cover 50% of wages for this service

IMPROVING THE EDUCATIONAL OUTCOMES OF OUR COMMUNITY

- Our 'Let's Read' program received a \$30,000 grant from Origin Energy
- Open Book Program - more than 1,000 books have been donated by the community and placed at key locations such as kindergartens and mobile child care
- More than 160 education and service agency professionals attended the Corangamite Schools Network Forum in Camperdown (August 2016)
- Provided a Tertiary Incentive Scholarship for students completing Year 12 in 2016 - schools across the Shire selected students who they believe would benefit most
- Our Family Day Care Service was assessed as meeting the National Quality Standard for Early Childhood Education and Care Services

RECOGNISING THE IMPORTANCE OF ART AND CULTURE TO THE COMMUNITY

- Completed and launched the Cobden Public Art Project
- More than 250 attended a free performance of MacBeth in Camperdown Botanic Gardens in January
- Free movies over school holidays attracted more than 300 people per screening
- The official opening of the Port Campbell Arts Space community project was held in July 2016

HIGHLIGHTS & ACHIEVEMENTS

PROVIDING A LEADERSHIP, PLANNING AND COORDINATION ROLE IN EMERGENCY MANAGEMENT

- The new Skipton Dam overflow pipes were tested by flooding in September 2016 (reaching the same levels as the 2011 floods which caused extensive damage). The overflow pipes were successful, with no houses or businesses becoming inundated as in 2011
- We developed a Strategic Fire Management Plan with Colac Otway and Surf Coast Shires. The first one of its kind in the state, which recognises risk at a landscape, township and property level

ENSURING APPROPRIATE LAND USE AND DEVELOPMENT OUTCOMES WHICH MAKE CORANGAMITE MORE LIVEABLE

- Successful transition to new planning fee structure, which was largely accepted by the developers and landowners

- Our average processing time for a planning permit is 28 days, compared to the state average of 70 days
- 92% of planning permit applications are decided within 60 days, the highest in the region
- We fast tracked and waived fees for planning permits needed by successful Retail Facade Improvement Program applicants to improve their shopfronts
- We completed the Conservation Management Plan for the Camperdown Botanic Gardens and Arboretum

DISAPPOINTMENTS & CHALLENGES

- Obesity rates in Corangamite Shire continue to be much higher at 64.1% compared to the state average of 50%
- Difficulty recruiting and retaining Children's Services staff and contractors (Family Day Care Educators)
- Domestic animal numbers continue to fall from 4,161 in 2015-2016 to 3,595 in 2016-2017. Increasing numbers of unregistered domestic animals impacts our ability to return animals to their owners
- Stock on roads has increased slightly and continues to be a safety issue across the Shire
- Heavy rainfall in spring 2016 produced a lot of fuel growth. The rain continued into summer,

- allowing these fuels to grow, when they typically die. The fire prevention program carried out in late- spring had to be repeated in mid-summer. We issued 100 more Fire Prevention Notices than in previous years
- Lack of State Government funding to support sport and recreation facility asset renewal
- Deferral of the Port Campbell Public Art Project

LOOKING AHEAD

- Implement a new policy for roadside fuel reduction and slashing - encouraging landowners to reduce fire fuels while protecting and maintaining native vegetation

- Camperdown Public Art Project
- Hosting South West Games

LOCAL LAWS

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

Community satisfaction with local laws continues to be above Rural Large Shires and State averages.

Some highlights for 2016-2017 include:

- Issued 334 stubble burning permits
- 121 animals were impounded with 53.7% returned to owners or rehoused through our service agreement with RSPCA Warrnambool
- We issued and inspected more than 200 permits covering the following areas:

· Outdoor eating	20
· A-Frame	73
· Display goods	15
· Excess animals	14
· Electric fence grazing	88
· General local laws	65

- 95% of animal registration renewals at 30 June 2017 is the best renewal rate ever recorded
- Social media has been an effective tool for reuniting owners with lost animals. Some Facebook posts received more than 2,000 views
- Our pound facility in Terang was audited by DEDJTR compliance officers, with many areas exceeding best practice
- Officers investigated 13 cases of illegal dumping, which resulted in official warnings and clean-up notices
- For the first time our officers responded to snake calls in our townships
- We held Microchipping Week to encourage residents to microchip and register their animals

ENVIRONMENTAL HEALTH

Our environmental health department (1.5 FTE staff) deals with domestic waste water permits and inspections, food premises permits, prescribed accommodation, public swimming pool monitoring and tobacco sales.

Some highlights in 2016-2017 included:

- We co-convened the National Environmental Health Conference in October
- Processed 49 waste water applications

- Registered and inspected 304 food, health and accommodation premises across the Shire
- Registered 27 new food/health/prescribed accommodation premises
- Took 51 food samples
- Investigated 8 gastrointestinal outbreaks
- Dealt with 62 planning/building waste water referrals

PROGRESS AGAINST OUR 2016-2017 COMMITMENTS

[What we said we would do in our Annual Action Plan and how much we would spend in our Budget]

BUDGETED 2016-2017	ACTUAL 2016-2017	PROGRESS
-----------------------	---------------------	----------

COUNCIL PLAN OBJECTIVE:

Provide opportunities to improve and enhance the health and wellbeing of our community

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Develop the 2017-2021 Municipal Public Health & Wellbeing Plan

Internal project reference group established and public consultation has been completed. Scheduled for completion by end of October 2017.

\$25,000

\$453

75%

COUNCIL PLAN OBJECTIVE: Provide and advocate for a range of services, facilities and support to our people to enable them to fully engage and participate in the community

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Implement priority short-term actions from the Recreation and Open Space Strategy

2016-2026 Strategy adopted by Council in September 2016. Have implemented a number of short-term actions, supporting events such as skate clinics, walk 2 school, female AFL football campaign and Parkrun. New swimming pool contract delivered

\$10,000

\$5,000

100%

COUNCIL PLAN OBJECTIVE: Improve the educational outcomes of our community

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Develop and produce an Early Years Directory for Corangamite Shire

Online directory went live in June 2017. This directory was developed internally using existing resources

\$5,000

\$0

100%

COUNCIL PLAN OBJECTIVE: Recognise the importance of arts and culture to the community

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Implement short term actions from the Arts and Culture Plan 2016-2020

Launched the Cobden Public Art Project, hosted a free performance of MacBeth in Camperdown Botanic Gardens, held free school holiday movies, and arts workshops in conjunction with neighbouring shires

\$20,000

\$20,000

100%

COUNCIL PLAN OBJECTIVE: Provide a leadership, planning and coordination role in Emergency Management

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Develop a multi-Council Municipal Fire Management Plan in partnership with

Colac Otway and Surf Coast Shires Plan was adopted by the Municipal Emergency Management Planning Committee, Municipal Fire Management Planning Committee and Barwon South West Fire Subcommittee. Plan was adopted by Council in March 2017

NIL

NIL

100%

COUNCIL PLAN OBJECTIVE: Ensure appropriate land use and development outcomes which make Corangamite more liveable

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017

Exhibit a Planning Scheme Amendment to implement changes to Local Policy and the Municipal Strategic Statement as recommended by the Corangamite Planning Scheme Review

Planning Scheme Amendment C45 was exhibited from January-March 2017, with completion expected in 2017-2018. The Amendment is the first comprehensive review of the Corangamite Shire Planning Scheme since 1999. It provides clearer direction on issues such as: rural residential development and its impact on agriculture, urban design, tourism, and facilitating small business opportunities in townships

\$50,000

\$0

100%

PROGRESS AGAINST PERFORMANCE MEASURES SET OUT IN COUNCIL PLAN

[How we said we would measure our success in the Council Plan 2013-2017]

PERFORMANCE MEASURE/INDICATOR	RESULT 2016-2017	COMMENT
Implementation of the 2013-2017 Municipal Public Health and Wellbeing Plan	✓	83% or 96 of the 116 planned activities in the 2013-2017 Plan were delivered over this period of time
Increase in the percentage of women who fully breastfeed their babies from birth to six months of age		Reliable data not available for 2016-2017 due to change in recording software. In 2015-2016, 57% of women fully breastfeed their babies at six months
Increase in levels of participation in physical activity	✓	Ed Gym – 1,352 visits Walk to School- 1,524 students involved Eat Well! Move Well! Be Well! – 35 activities Swimming Pools – 50,801 visits Skate Series – 35 participants
Emergency management partnerships established with regional councils	✓	Strategic partnerships formed with Colac Otway and Surf Coast Shires. Was put into practice during the Wye River fires [Summer 2015]
All Emergency Management Plans pass external audit	✓	All Emergency Management Plans were audited and passed
Reduced timeframes for decisions on planning applications	✓	Median number of days for a decision on a planning permit application in 2016-2017 is 28 days, down from 35 days in 2015-2016

OTHER BUDGETED INITIATIVES:

Support for Beyond the Bell initiatives	\$25,000
Implementation of Child Safe Standards	\$15,000
Review Community Plans for Darlington, Noorat, Princetown and Skipton	NIL
Community Grants Program	\$50,000
Facility Grants Program	\$50,000

young achievers



Well done to our Youth Achievement Award winners and nominees in 2016. More than 300 people attended the awards night at the Theatre Royal Camperdown in October. Held each year, the awards recognise and celebrate the achievements, talent and contribution of young people across Corangamite Shire.

WINNERS:

Performing Arts

Jessica Treble

Sports (female)

Tully Watt

Visual Arts

Georgina Jackson

Sports (male)

Kurt McDonald

Music (group)

RUNK

Sports (team)

Cobden Technical School Lawn Bowls Championship Team

Community Services (individual)

Jazzie Negrello

Community Services (group)

Camperdown College VCAL

Workplace Endeavour

Darcy McGlade

Agriculture

Timboon Agriculture Program (TAP)

Music (individual)

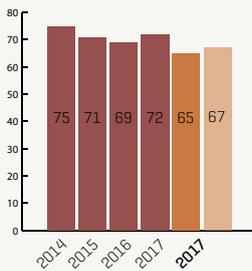
Jordan Watson

REPORT CARD

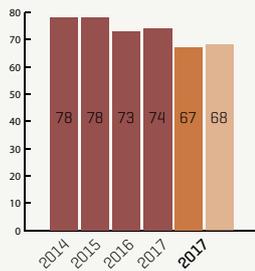
2017 Local Government Community Satisfaction Survey results. Department of Environment, Land, Water and Planning. Prepared by JWS Research. Results are an indexed mean, highest score is 100.

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

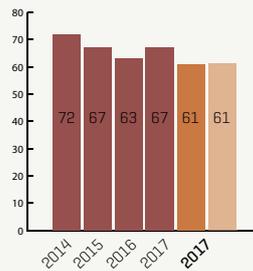
Family Support Services



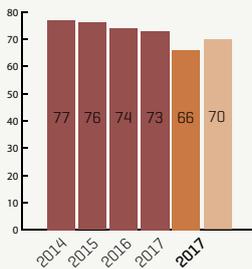
Elderly Support Services



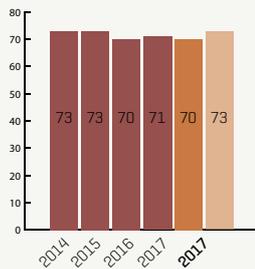
Disadvantaged Support Services



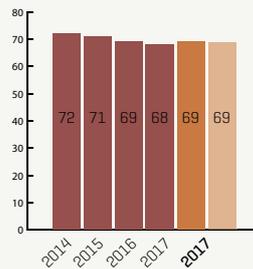
Recreational facilities



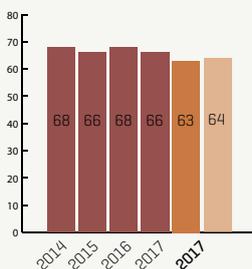
Arts centres & libraries



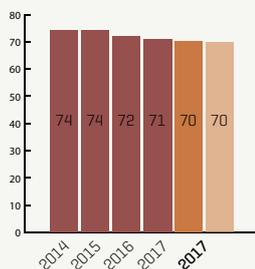
Community activities



Enforcement of local laws



Disaster management



LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF)

SERVICE/INDICATOR/MEASURE	RESULT 2015	RESULT 2016	RESULT 2017	COMMENT
MATERNAL & CHILD HEALTH				
<p>SATISFACTION Participation in first MCH home visit [Number of first MCH visits / Number of birth notifications received] x 100</p>	102%	109.72%	87.97%	A significant number of infants born late in the year will receive home visits in 2017-2018
<p>SERVICE STANDARD Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100</p>	100%	97.22%	100.63%	
<p>SERVICE COST Cost of MCH service [Cost of the MCH service / Hours worked by MCH nurses]</p>	\$82.82	\$97.10	\$96.14	
<p>PARTICIPATION Participation rate in MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100</p>	79%	82.92%	78.61%	19% of infants transferred out of the Shire during 2016-2017, affecting the result
<p>[Number of Aboriginal children who attend MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100</p>	80%	93.33%	66.67%	
FOOD SAFETY				
<p>TIMELINESS Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	7.20	1.78	1.00	Fewer complaints were received during the year, resulting in less time to action. From 1 July this indicator will be reported by calendar year. This is to better align reporting with the Department of Health and Human Services
<p>SERVICE STANDARD Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100</p>	87%	95.33%	100%	
<p>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]</p>	\$180.76	\$181.91	\$165.27	Less salary cost was incurred during the year resulting in a lower cost of service provision
<p>HEALTH & SAFETY Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100</p>	100%	100%	100%	From 1 July 2016 this indicator will be reported by calendar year. This is to better align reporting with the Department of Health and Human Services

SERVICE/INDICATOR/MEASURE	RESULT 2015	RESULT 2016	RESULT 2017	COMMENT
AQUATIC FACILITIES				
SERVICE STANDARD Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	
HEALTH & SAFETY Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic safety incidents]	0	0	1.00	An injury was sustained by a contracted staff member during the year and reported appropriately by the contractor
SERVICE COST Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$13.13	\$11.38	\$10.98	
UTILISATION [Number of visits to aquatic facilities / Municipal population]	2.34	3.46	3.15	Utilisation was lower than the previous year due to poorer weather
LIBRARIES				
UTILISATION Library collection usage [Number of library collection item loans / Number of library collection items]	4.08	2.93	3.16	A small increase in library collection items from the previous year, including e-resource loans, affected usage rates
STANDARD OF LIBRARY COLLECTION [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100	83%	76.44%	74.50%	Standard of the library collection continues to decline as a consequence of external funding not keeping pace with the cost of service delivery
SERVICE COST Cost of library service [Direct cost of library service / Number of visits]	\$7.47	\$7.93	\$5.83	Technology upgrades improved the accuracy of visitation count. This has been reflected in the result with higher visitations recorded than the previous year
PARTICIPATION Active library members [Number of active library members / Municipal population] x 100	14%	14.03%	13.39%	

SERVICE/INDICATOR/MEASURE	RESULT 2015	RESULT 2016	RESULT 2017	COMMENT
ANIMAL MANAGEMENT				
TIMELINESS Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.21	1.11	1.10	
SERVICE STANDARD [Number of animals reclaimed / Number of animals collected] x 100	65%	51.55%	53.72%	
SERVICE COST Cost of animal management service [Direct cost of animal management service / Number of registered animals]	\$34.42	\$38.37	\$39.16	
HEALTH & SAFETY [Number of successful animal management prosecutions]	14.00	4.00	18.00	This has increased because a number of animal-related prosecutions from the 2016 year were not heard in court until the 2017 reporting year
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]	30	35	28	A revised report format, expediency of planning assessments, and a reprioritising of review and approving applications has improved efficiency
SERVICE STANDARD Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x 100	94%	88%	92.99%	From 1 July 2016, this indicator was updated to include VicSmart planning applications which are generally assessed within 10 days. This has resulted in a favourable improvement
SERVICE COST Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,618.26	\$1,703.48	\$1,583.08	Staffing vacancies experienced during the year is reflected in the lower cost. This is considered a temporary decrease only
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 application] x 100	0%	0%	0%	No planning decisions were heard by VCAT during the year

building age-friendly communities



Making sure our communities are places where people can stay involved in life as they get older, is the focus of a new Corangamite Shire project.

The Live Well Project is up and running thanks to an Age-Friendly Communities grant of \$100,000 from the State Government.

Project Officer Clare Vaughan said building age-friendly communities was key to responding positively to ageing populations.

“We are living longer, healthier lives, and this is changing the make-up of our society,” she said. “Even as recently as a decade ago, it was widely accepted for people aged 60 years and above to be referred to as ‘old’, but the reality now is that many people of this age do not identify as an older person.”

In 2036, there will be more 70-84 year olds living in Corangamite Shire than any other age-group.

Ms Vaughan said the project was about building communities where older people find out about and help create real opportunities to be involved in their community - in ways that suit them.

“We want to shine a light on all the learning, physical activities, arts and volunteering opportunities that are in our communities, so that people feel socially connected and live well.”

With a background in education and health, she has seen how people can improve their health and wellbeing by starting a new activity or getting involved in a club or community group.

Ms Vaughan is steadily getting around to each of Corangamite’s communities and having the Live Well conversation. She said the University of the Third Age (U3A), several of the structured exercise groups [catering for people to start or get back into regular exercise], the Libraries, and some of the Progress Associations from across the Shire had already expressed an interest with linking into the project.

“I believe the most sustainable ideas come from people in their own communities. My role is to bring all of these ideas together, and ultimately, help our older generations to stay well connected in their communities,” she said.

“This project provides a genuine invitation to people to work out what they can do to help, and how they can make community life even better for themselves and others.”

a new space for the arts in Port Campbell



Port Campbell's oldest building, the 130 year old original Baptist Church has been transformed into a wonderful new arts space thanks to a group of local residents.

The Arts Space was officially opened by Parliamentary Secretary for Regional Victoria and Tourism & Major Events Danielle Green MP on 21 July 2016. (Pictured above) The small weatherboard building was relocated to its new home next to the tennis courts last year, from the rear of the Baptist Church in Lord Street, where it had been used as a church hall. The Baptist Church donated the building to the community to make way for its own renovations.

Local progress group members saw an opportunity to preserve an important piece of the town's history as well as creating a hub where people could create, meet and display art, craft and local produce.

The two year, \$270,000 project involved replacing the external walls, putting on a new roof, outside rear deck, electrical and plumbing works, and extensive landscaping. The original floorboards and internal walls remain, as does the 'Serve the Lord with Gladness' artwork on one of the internal walls - a delightfully nostalgic reminder of the building's heritage.

Project committee member Kayleen Deppeler said the journey began with the Port Campbell Community Plan where residents nominated priorities for the township.

Two of these priorities were
1: creating a community arts space and
2: preserving the town's oldest building.

Ms Deppeler said it was also expressed passionately that "our townspeople valued our small village atmosphere and appeal, our uniqueness, quaintness, charm and the ambience of our small coastal town. You can see that our building holds all of those qualities."

She thanked all team members who added their own special tapestry to the group dynamics. "Together we have achieved much."

PROJECT CONTRIBUTIONS	
State Government	\$180,000
Corangamite Shire	\$30,000
In-kind	\$55,500
Bendigo Bank	\$5,000
TOTAL	\$270,500

STRATEGIC THEME 5

infrastructure

We will maintain a focus on the importance of our assets and infrastructure to underpin service delivery.

We will implement processes that ensure our infrastructure continues to meet the requirements of our community.



Main photo & anti-clockwise: Members of the Works team with Councillors and new road upgrade equipment; Castle Carey Road Bridge; local road; heavy rain and flooding in September caused major damage to our roads and bridges

OBJECTIVES

- 1 Sustainability and preservation of our assets
- 2 Plan for and deliver improved asset capacity to meet future needs
- 3 Continue to promote and implement a safe local road network
- 4 Expand pedestrian and cycle network which provide greater connectivity, safety, social inclusion and healthy lifestyle

SERVICES

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

- Asset management
- Works & services management
- Works
- Plant
- Building & facilities maintenance

BUDGET 2016-2017

	Expenditure [Revenue] Net cost \$'000
Asset Management	827 827
Works & Services Management	656 [26] 630
Works	5,329 [15] 5,314
Private Works	487 [620] [133]
Plant	[1,607] [55] [1,662]
Building & Facilities Maintenance	2,645 [204] 2,441
TOTAL	7,417

HIGHLIGHTS & ACHIEVEMENTS

SUSTAINING, MANAGING AND PRESERVING OUR ASSETS

- We completed the \$600,000 Timboon Town Centre Improvement Project, including improvements to drainage, more public space areas, expansion of footpaths and new parking layout
- Our team responded to more than 1,700 customer service requests including 493 for trees and vegetation management, 573 for roads and footpaths, and more than 700 maintenance jobs
- We completed Stage 3 of the Terang Streetscape Project
- We responded quickly to the September 2016 floods - assessing damage and identifying 213 separate projects with a repair bill of \$3.7 million

PLANNING FOR AND DELIVERING IMPROVED ASSET CAPACITY TO MEET FUTURE DEMANDS

- We secured the final \$1 million needed from State Government towards the Castle Carey Road Bridge Upgrade Project. The contract was awarded for the design and construction of the \$5.2 million project
- Carried out condition assessments of our sealed road and footpath networks, bridges and major culverts. Building assessments were also completed

CONTINUING TO PROMOTE AND IMPLEMENT A SAFE LOCAL ROAD NETWORK

- We received a positive response to the directional linemarking placed on local tourist routes. This was done in response to safety concerns with international driver behaviour
- Flood recovery works from September 2016 are still to be completed, with significant damage to our local road network
- Construction phase of new Castle Carey Road Bridge and its approaches
- Design and construction of Port Campbell Town Centre Improvements

- We resheeted 166 kms of local gravel roads to the value of \$2.14 million
- We completed the annual \$2 million local road reseal program in a joint contract with Warrnambool City Council for the second year. This enabled 86 kms of our local sealed road network to be surfaced with a 12% reduction in costs compared to the solo program delivered by Corangamite in 2014-2015
- Major rehabilitation works were carried out on sections of Old Port Campbell Road, East Hill Road, Valley View Road, Timboon-Curdievale Road, Crawford's Road, Mount Bute Road, Timboon Terang Road and Baynes Street in Terang
- \$600,000 of drainage improvements were made to the local road network
- Kerb and channel replacements were carried out in McKinnon Street (Terang), Scott Street (Skipton) and Fyans Street (Derrinallum)

EXPANDING PEDESTRIAN AND CYCLE NETWORK TO PROVIDE GREATER CONNECTIVITY, SAFETY, SOCIAL INCLUSION AND HEALTHY LIFESTYLE

- New footpaths were installed in Swanston Street (Terang), Adams, Tarrant and Clarke Streets (Cobden), and Wark Street (Timboon)
- A path connection was built between the new car park off Morris Street to Lord Street in Port Campbell, improving pedestrian links between the caravan park, Youth Hostel and town centre
- Community satisfaction results for local sealed and gravel roads remain low
- Still unable to secure funding for renewal works to the Camperdown Clock Tower
- Drainage improvements downstream of Cobden Lake
- \$3.2 million funding secured from Federal Government to upgrade roads

DISAPPOINTMENTS & CHALLENGES

LOOKING AHEAD

PROGRESS AGAINST OUR 2016-2017 COMMITMENTS

[What we said we would do in our Annual Action Plan and how much we would spend in our Budget]

BUDGETED 2016-2017	ACTUAL 2016-2017	PROGRESS
-----------------------	---------------------	----------

COUNCIL PLAN OBJECTIVE:

Sustainability and preservation of our assets

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Develop Asset Management Plans for Open Space, Street Furniture and Playgrounds <i>Plan for Playgrounds was adopted by Council in June. Plans for Open Space and Street Furniture are in progress</i>	NIL	NIL	50%
Undertake footpath network condition assessments <i>On site assessments have been completed. Condition of footpaths has improved slightly from last assessment in 2013. Please see tables and graph on page 65</i>	NIL	NIL	100%
Review Council Strategic Asset Management Systems <i>Options for asset management systems being investigated</i>	NIL	NIL	30%
Undertake Council tree audit and assessment <i>Quotation accepted and field work commenced, to be completed early 2017-2018</i>	\$90,000	\$10,151	15%

COUNCIL PLAN OBJECTIVE: Plan for and deliver improved asset capacity to meet future needs

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Commence streetscape plans for Port Campbell subject to government funding <i>Draft project brief has been prepared and consultation on brief has commenced</i>	\$350,000	\$3,984	100%
Undertake Sport and Facility Audits on Council's recreation reserves in conjunction with Great South Coast Councils and State sporting organisations <i>Audits have been completed</i>	\$10,000	\$10,000	100%

COUNCIL PLAN OBJECTIVE: Continue to promote and implement a safe local road network

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Prepare business case for additional speed radar trailer for Shire in conjunction with Colac Otway Roadsafes <i>Business Case has not been prepared</i>	NIL	NIL	0%

COUNCIL PLAN OBJECTIVE: Expand pedestrian and cycle network which provide greater connectivity, safety, social inclusion and healthy lifestyle

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Review of pedestrian and cycle networks in towns to be undertaken and program for implementing improvements to be developed <i>Review of pedestrian network conducted in conjunction with footpath assessments. Cycling network to be reviewed in coming months</i>	NIL	NIL	50%

PROGRESS AGAINST PERFORMANCE MEASURES SET OUT IN COUNCIL PLAN

[How we said we would measure our success in the Council Plan 2013-2017]

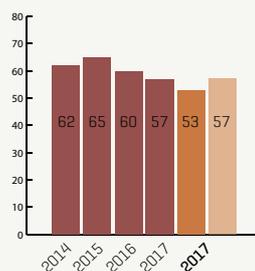
PERFORMANCE MEASURE/INDICATOR	RESULT 2016-2017	COMMENT
Community Satisfaction Survey rating for Council's local streets and footpaths will continue to be in the top 25% for Large Rural Shires	✓	2017 rating for 'Local streets & footpaths' was 57, 3 points lower than 2016 rating, but still higher than Large Rural Shire average of 53. That satisfaction continues to drop (65 in 2015) is a concern
Condition of our local road network as measured by Council's asset management system will be maintained	✓	The condition of our local sealed network was assessed in 2016-2017, with 60% rated in excellent condition, up from 40% in 2011. 1.28% was rated poor, down from 7.48% in 2011. For further details and graphs, please see page 65
Meet the requirements of the National Asset Management Assessment Framework	✓	In accordance with the framework, an Asset Management Policy and Road & Building Asset Management Plans were adopted by Council
Maintenance of current condition of sealed and unsealed local road network	✓	Road resealing, road rehabilitation and gravel resheeting programs were completed in 2016-2017 as scheduled to maintain local road network conditions
Achieve customer response times as specified in Council's Road Management Plan	✓	Required hazard response times on the road network as stipulated in the Road Management Plan were adhered to by Council

REPORT CARD

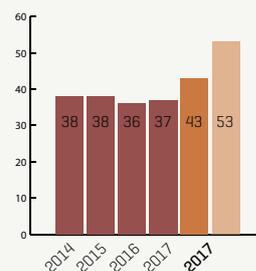
2017 Local Government Community Satisfaction Survey results. Department of Environment, Land, Water and Planning. Prepared by JWS Research. Results are an indexed mean, highest score is 100.

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

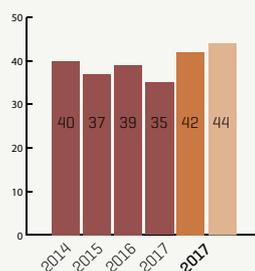
Condition of local streets & footpaths



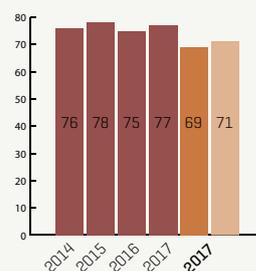
Condition of local sealed roads



Maintenance of unsealed roads



Appearance of public areas



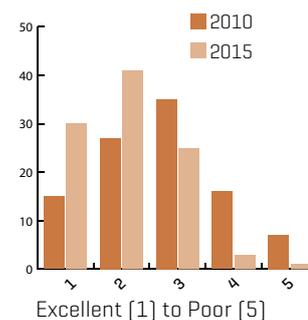
LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF)

SERVICE/INDICATOR/MEASURE	RESULT 2015	RESULT 2016	RESULT 2017	COMMENT
ROADS				
SATISFACTION OF USE Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x 100	3.39	5.03	5.14	
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) x 100	98%	97.7%	98.91%	
SERVICE COST Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$34.76	\$35.97	\$40.61	Sealed local road construction was predominantly completed in urban areas this year. This attracts a higher construction cost than rural areas as reflected in the previous year cost
SERVICE COST Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$4.44	\$4.40	\$3.69	The cost of sealing was lower than the previous period due to more favourable contract pricing received in a competitive tendering environment
SATISFACTION WITH SEALED LOCAL ROADS	38	36	37	

Gravel roads condition assessment 2010-2015

Gravel Depth	Score	2010 Assessment	2015 Assessment
>200 mm	1 [Excellent]	15%	30%
150-200 mm	2	27%	41%
100-150 mm	3	35%	25%
50-100 mm	4	16%	3%
0-50 mm	5 [Poor]	7%	1%

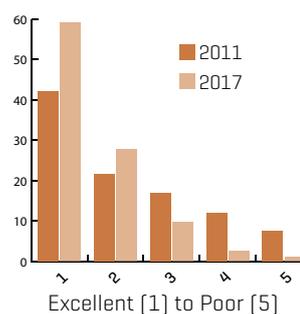
Gravel roads condition 2010-2015



Local sealed road condition 2017

Pavement Base Condition Index	Segment Length	Pavement Area	Segment Length	Pavement Area
1 [Excellent]	524,919.27	2,951,732.29	57.55%	59.13%
2	255,434	1,377,267.60	28%	27.59%
3	94,774	480,472.70	10.39%	9.63%
4	27,661.70	126,234.54	3.03%	2.53%
5 [Poor]	9,320	56,066	1.02%	1.12%
Total	912,108.97	4,991,773.13	100%	100%

Local sealed road condition 2011-2017



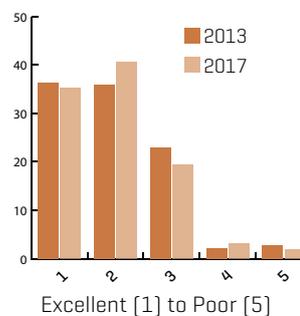
Local sealed road condition 2011

Pavement Base Condition Index	Segment Length	Pavement Area	Segment Length	Pavement Area
1 [Excellent]	369,773.97	2,105,177.22	40.54%	42.17%
2	196,984	1,074,370.20	21.60%	21.52%
3	157,878	844,846.10	17.31%	16.92%
4	115,506	593,980	12.66%	11.90%
5 [Poor]	71,967	373,399.60	7.89%	7.48%
Total	912,108.97	4,991,773.12	100%	100%

Footpath condition 2017

Pavement Base Condition Index	Length (m)	Total Area	Length %	Area%
1 [Excellent]	33,517.60	62,169.77	32.06%	35.14%
2	47,251.70	71,665.92	45.19%	40.50%
3	20,378	34,396.65	19.49%	19.44%
4	2,609	5,522.70	2.50%	3.12%
5 [Poor]	805.90	3,185.28	0.77%	1.80%
Total	104,562.20	176,940.32	100%	100%

Footpath condition 2013-2017



Footpath condition 2013

Pavement Base Condition Index	Length (m)	Total Area	Length %	Area%
1 [Excellent]	34,951.80	64,003.80	33.45%	36.23%
2	40,532.10	63,377.43	38.79%	35.88%
3	25,575.90	40,696.91	24.48%	23.04%
4	1,754.50	3,782.40	1.68%	2.14%
5 [Poor]	1,676.50	4,794.18	1.60%	2.71%
Total	104,490.80	176,654.72	100%	100%

flood recovery



BEFORE



AFTER

Cahills Road, Lismore

A major flood event on 14 September 2016 closed 18 local roads and damaged 25 bridges and major culverts.

Works crews swung into action, responding to immediate dangers and carrying out urgent safety works.

Soon after, up to 213 separate projects on roads, bridges and drains were identified across the municipality, needing works to the tune of \$3.76 million.

- **North Ward** – 63 roads and seven bridges/major culverts affected
Repair bill: \$1.11 million
- **Central Ward** – 39 roads and one bridge affected.
Repair bill: \$320,000
- **South West Ward** – 37 roads and five bridges/major culverts affected
Repair bill: \$680,000
- **Coastal Ward** – 53 roads and seven bridges/major culverts affected
Repair bill: \$1.21 million
- **South Central Ward** – 27 roads and five bridges/major culverts affected
Repair bill: \$440,000

The flooding was declared a natural disaster by the Victorian State Government and is therefore eligible for the Federal Government’s natural disaster recovery funding. Works are being carried out by contractors with a completion date set for June 2018.

Council’s annual \$6 million local roads program was also impacted by the extended wet weather, with crews kept busy aiming to deliver the entire program within a shorter timeframe.



delivering the \$2.14 million gravel roads resheeting program



Over the life of the Council Plan 2013-2017, Corangamite Shire has steadily grown our gravel roads resheeting program to meet community expectations.

The \$2.14 million budget for 2016-2017 included wages, overtime, allowances, on costs, distribution, fuel, contracts, materials & services and internal plant charges.

Ian Gladman leads the program, responsible for on-the-ground works, organising contractors, staff and materials to get the job done every year.

Team member Russell ‘Tank’ Pearson focuses on gravel roads in the north of the Shire

In 2016-2017, Ian and his team came in \$144 under budget, delivering the entire program for \$2,139,856 and resheeting 166 kilometres of gravel roads across the Shire.

While Ian describes this as “a bit of a fluke”, fortnightly budget checks with Works Administration Officer Kym Prattley and Engineer Laxman De Silva enabled him to keep check of where he was up to.

It is a great example of essential works being delivered in a cost-effective and timely manner.

STRATEGIC THEME 6

our organisation

We will create a supportive, vibrant and exciting workplace which is diverse in culture, choice and opportunity.

Our organisation will provide a high level of customer service and be responsive to community needs.



Main photo & anti-clockwise: Customer Relations Officer Jennifer Anderson; Robyn Hollick from Skipton Kindergarten; new Recreation Development Officer Lucy Vesey; new Aged & Disability Services Coordinator Jon Sedgley

OBJECTIVES

- 1 Support and develop our people
- 2 Strengthen our reputation as an organisation
- 3 Deliver exceptional standards of customer service
- 4 Deliver and provide our services more efficiently
- 5 Strengthen partnerships with key stakeholders and government agencies
- 6 Recognise the dispersed community within Corangamite Shire

SERVICES

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

- Financial services
- Human resources & risk management
- Information services
- Corporate & community services management

BUDGET 2016-2017

	Expenditure (Revenue) Net cost \$'000
Financial Services	906 (455) 451
HR & Risk Management	1,081 (22) 1,059
Information Services	1,179 (22) 1,157
Corporate & Community Services Management	385 (0) 385
TOTAL	3,052

HIGHLIGHTS & ACHIEVEMENTS

SUPPORTING AND DEVELOPING OUR PEOPLE

- We inducted 27 new staff
- We supported two staff towards obtaining a tertiary qualification
- Negotiated a new Enterprise Agreement that is financially sustainable and supports our staff
- Our internal Employee Opinion survey was carried out in February 2017, with staff nominating top 5 important aspects as:
 - being satisfied in my job
 - providing a safe work environment
 - balancing work and life demands
 - keeping skilled employees
 - providing for the health and wellbeing of employees
- Organisation rated the highest by staff in the following areas:
 - Our organisation requires me to uphold the highest ethical standards and has a clear set of values and behaviours that guide my everyday actions
 - Providing a safe work environment
 - Having the person to whom I report listen and respond to me
 - Achieving my work area's goals and objectives
 - Producing or delivering quality products and services in my work area

STRENGTHENING OUR REPUTATION AS AN ORGANISATION

- We completed a number of submissions: MAV Act Review, Emergency Management Victoria - Resilient Recovery, Proposed Environment Protection (Scheduled Premises) Regulations 2017, All Things Considered - Victoria's 30 Year Infrastructure Strategy, and Victoria Grants Commission - Allocation for Financial Assistance Grants 2016-2017
- Our Employee Opinion Survey overall performance rating is in the top quartile - 69.5%

- Review Staff Code of Conduct
- Preparing to move to 10 year whole-of-council community plans
- Signing off on EB agreement

DELIVERING EXCEPTIONAL STANDARDS OF CUSTOMER SERVICE

- Our community satisfaction rating of 76 for 'Customer Service' was well above the Large Rural Shires and State averages
- Our customer request response times have been quicker, with an average response time of 7.58 days, down from 11.48 in 2013-2014

DELIVERING AND PROVIDING OUR SERVICES MORE EFFICIENTLY

- We launched our new website
- Customers can now pay rates and apply for jobs online through the new website

STRENGTHENING PARTNERSHIPS WITH KEY STAKEHOLDERS AND GOVERNMENT AGENCIES

- We worked closely with GORRT and Parks Victoria to implement actions from the Shipwreck Coast Master Plan
- We continue to align ourselves and work closely with the Great South Coast Group

RECOGNISING THE DISPERSED COMMUNITY WITHIN CORANGAMITE SHIRE

- Corangamite Shire had a presence at the Camperdown Cruise, Noorat Show, Santa in the Street (Timboon), Terang Gala Night and the Heytesbury Show (Simpson). The events stall is manned by Councillors and staff, providing a 'one-stop shop' for residents
- We opened a 'Pop-Up Shop' in Derrinalum, 19-23 June for residents to drop in and discuss any issues with Councillors and rostered Council staff
- Two Council meetings were held outside Camperdown, with the September meeting held in Lismore and March meeting held in Simpson

- Providing online methods for the community to interact with Council

LOOKING AHEAD

PROGRESS AGAINST OUR 2016-2017 COMMITMENTS

[What we said we would do in our Annual Action Plan and how much we would spend in our Budget]

BUDGETED 2016-2017	ACTUAL 2016-2017	PROGRESS
-----------------------	---------------------	----------

COUNCIL PLAN OBJECTIVE: Support and develop our people

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Partner with SW Healthcare to deliver health and wellbeing programs to staff <i>We ran the My Life My Health! program in partnership with SW Healthcare for employees at risk of developing a chronic disease. Seven participants had health checks and attended one session per week over a four week period to learn about making long-term life changing choices</i>	NIL	NIL	100%

COUNCIL PLAN OBJECTIVE: Strengthen our reputation as an organisation

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Host a regional human resources forum <i>We hosted a forum in September with human resource professionals from across the south west attending including Warrnambool, Golden Plains, Surf Coast and Moyne</i>	\$500	\$580	100%

COUNCIL PLAN OBJECTIVE: Deliver exceptional standards of customer service

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Review and rationalise signage in Council parks, streets and facilities <i>Signs located and photographed. Wider internal consultation required - Local Laws in particular</i>	\$20,000	\$948	15%

COUNCIL PLAN OBJECTIVE: Deliver and provide our services more efficiently

ACTIONS FROM ANNUAL ACTION PLAN 2016-2017			
Implement partnership with Moyne Shire for Recreation Facility Management shared services <i>Completed. Signed a joint contract with YMCA to manage swimming pools & sporting centres across Moyne and Corangamite</i>	\$10,000	\$4,317	100%
Implement a GPS Policy for Council's fleet <i>Budget will be required in 2017-2018</i>	\$10,000	NIL	0%
Engage with Great South Coast councils to develop a roadmap for shared services <i>A heads of agreement between Great South Coast councils committing to shared services has been developed and signed by all CEOs</i>	NIL	NIL	100%
Continue shared road sealing contract and undertake discussions to increase participation from surrounding councils <i>Joint sealing contract established with Warrnambool City Council. Initial discussions held with Colac Otway Shire in regards to participation with contract, however Colac Otway has indicated it will align with Surf Coast Shire</i>	\$2,063	\$1,670	100%

COUNCIL PLAN OBJECTIVE: Recognise the dispersed community within Corangamite Shire

Review Community Plans in Darlington, Noorat, Princetown and Skipton <i>Reviews continue to be completed with only four more remaining across the Shire over the next 12 months. Simpson, Port Campbell and Noorat Plans were reviewed. Darlington, Princetown and Skipton to be reviewed in 2017-2018</i>	NIL	NIL	30%
Trial a Pop-Up Shop Council Office <i>We opened a Pop-Up Shop in Derrinallum for a week in June. Advertised in the local newsletter, newspapers and posters around town as a chance to 'drop in' and discuss any local issues. Opportunity was not taken up by a huge number of people, however, the face-to-face contact was valued by the residents who did pop in and have a chat</i>	\$5,000	\$0	100%

PROGRESS AGAINST PERFORMANCE MEASURES SET OUT IN COUNCIL PLAN

[How we said we would measure our success in the Council Plan 2013-2017]

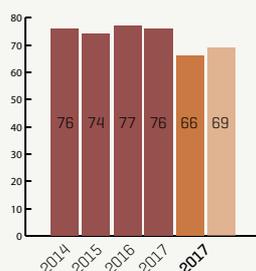
PERFORMANCE MEASURE/INDICATOR	RESULT 2016-2017	COMMENT
Our staff turnover will be maintained at existing levels	✓	Staff turnover was 5.84% in 2016-2017, down from 10.1% in 2015-2016 when we had 10 staff members retire. Staff turnover in 2013-2014 (start of Council Plan) was 5.93%. Please note this is voluntary turnover and different from figure reported to LGPRF
Customer service response times will improve	✓	Over the life of the Council Plan 2013-2017, customer service response times have gone from 11.48 days in 2013-2014 to 7.58 days in 2016-2017
Expenditure per FTE on training and development will be maintained	✓	Council has continued to meet its commitment to ensure appropriate training and development opportunities
Lost time due to injuries will decrease	X	Two major incidents were responsible for 506 days lost injury in 2016-2017. An increase from 290 days lost in 2015-2016

REPORT CARD

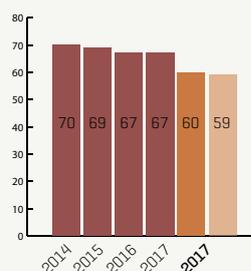
2017 Local Government Community Satisfaction Survey results. Department of Environment, Land, Water and Planning. Prepared by JWS Research. Results are an indexed mean, highest score is 100.

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

Customer service



Informing the community



democratic governance

Council's role

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

Council has a number of roles including:

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

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities.

The community has many opportunities to provide input into Council's decision making processes including community

consultation, public forums attended by Councillors, the ability to make deputations and submissions at Council meetings and through representation on Council special committees.

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

Decision-making process

Council is authorised to make decisions in only one of two ways:

1. By resolution at Council meetings and special committees of Council
2. By Council officers under delegated authority. The Chief Executive Officer (CEO) is authorised under the *Local Government Act 1989* to manage the day-to-day power to delegate decisions on operational matters of officers

There are certain powers that Council cannot delegate. These include the adoption of the Council Plan and Council Budget.

Councillor reimbursements table

The following table sets out the allowances paid to Councillors for the reporting period.

COUNCILLOR	TRAVEL ²	CAR MILEAGE	CHILD-CARE	IT ³	CONFERENCE & TRAINING	TOTAL	ALLOWANCE
Cr Jo Beard	\$3,497.74	\$12,596.00 ¹	0.00	\$1,088.92	\$5,065.44	\$22,248.10	\$75,295.84
Cr Lesley Brown ⁴	\$419.59	\$2,821.62	0.00	\$432.41	\$1,251.06	\$4,924.68	\$16,998.42
Cr Helen Durant ⁴	\$419.59	\$1,362.90	0.00	\$391.40	\$1,251.06	\$3,424.95	\$16,998.42
Cr Ruth Gstrein	\$560.04	\$137.28	0.00	\$1,035.30	\$651.06	\$2,383.68	\$25,425.24
Cr Simon Illingworth ⁴	\$95.05	\$2,953.40	0.00	\$409.70	\$951.06	\$4,409.21	\$16,998.42
Cr Bev McArthur ⁴	\$2,437.22	0.00	0.00	\$379.67	\$1,704.69	\$4,521.58	\$16,998.42
Cr Neil Trotter	\$363.23	\$4,735.50	0.00	\$755.11	\$1,891.97	\$7,745.81	\$25,425.24
Cr Peter Harkin ⁵	0.00	0.00	0.00	\$641.36	0.00	\$641.36	\$8,426.82
Cr Wayne Oakes ⁵	0.00	0.00	0.00	\$341.87	0.00	\$341.87	\$8,426.82
Cr Chris O'Connor ⁵	0.00	0.00	0.00	\$109.08	0.00	\$109.08	\$8,426.82
Cr Geoff Smith ⁵	0.00	\$1,029.60	0.00	\$179.65	0.00	\$1,209.25	\$8,426.82

¹ A vehicle, currently a Subaru Outback Diesel, is provided to the Mayor for business and private use.

² Travel expenses include accommodation, meals and parking ³ Includes iPad and iPhone excluding GST.

⁴ Elected 22 October 2016 ⁵ Served 1 July 2016–22 October 2016

Council meetings

Council conducts open public meetings generally on the fourth Tuesday of each month in the Killara Centre, Camperdown. Twice a year Council meetings are held in two of our other towns. The September 2016 meeting was held in Lismore and the March 2017 meeting was held in Simpson. Council meetings are rotated through all of our towns to ensure attendance at Council meetings is accessible to all of our communities. Council meetings provide the opportunity for community members to submit a question to Council, make a submission or speak to an item. In 2016-2017, 13 Ordinary Council Meetings and two Special Council Meetings were held with an average attendance rate by Councillors of 96.19%. Eight out of 11 Councillors had 100% attendance. For details on Councillor attendance at Council meetings, refer to page 22.

Councillor remuneration & support

From December 2015 the allowance for Councillors was \$23,539.75 per annum, and the Mayoral allowance was \$67,190.44 plus provision of a motor vehicle, iPad and iPhone. These amounts excluded a 9% equivalent superannuation contribution. On 1 December 2016, Mayor and Councillor allowances increased by 2.5% by Ministerial adjustment. At a meeting on 24 January 2017, Councillors set the allowance at \$24,128.24 per annum, with the Mayoral allowance set at \$68,870.20 plus 9.5% equivalent superannuation.

Code of Conduct

Council has a Code of Conduct, which was reviewed and adopted by Council on 24 January 2017. The code outlines the principles of good governance, guides Councillors' behaviour, accountability and dispute resolution between Councillors. The code is available on our website.

Conflict of Interest

In matters that come before Council for a decision, a conflict of interest can arise when Councillors and/or staff members (or their immediate families) have either a financial or some other advantage that could be interpreted as having undue influence on the outcome. To ensure transparency in the decision-making processes of Council, Councillors and staff are required to declare and document their interest in a matter. Where Councillors have declared an interest, they must take no part in the decision-making process in Council meetings. They must also declare their interest at Councillor Briefings and planning meetings. During 2016-2017, Councillors and members of staff registered 37 conflicts of interest during Council Meetings, Briefings and planning meetings.

Special Committees of Council

Under Section 86 of the *Local Government Act 1989*, Council may appoint special committees of Council to undertake a range of activities under delegation from Council. The adjacent table contains a list of all special committees established by Council that are in operation and the purpose for which each committee was established. Committee members undertake this work on a voluntary basis and their commitment and dedication is acknowledged. Council elects Councillors to a number of advisory committees, both internal and external to Council. For further details, see Councillor Profiles on pages 20-22.

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

Policies adopted 2016-2017

DOCUMENT	DATE ENDORSED/ ADOPTED
Disability Discrimination Policy	April 2017
Social Inclusion	May 2017
Investment	April 2017
Fraud Prevention and Control	April 2017
Procurement	Aug 2016
Fees and Charges	April 2017
Rates & Charges Collection Hardship [new]	Aug 2016
Community Group Loan Guarantee	Jan 2017
Related Party Disclosure [new]	June 2017
Business Continuity Policy	March 2017
Equal Opportunity	Sept 2016
Occupational Health and Safety	Sept 2016
Records Management	Aug 2016
Information Privacy	Sept 2016
Retail Area Facade Improvement Program	June 2016
Flying of Flags	Feb 2017
Media Relations	April 2017
Social Media	April 2017
Support for Councillor Professional Development	Dec 2016
Councillor Expenses	Dec 2016
Councillor Code of Conduct	Jan 2017
Fuel Reduction Slashing on Roadsides	Aug 2016
Enforcement Infringements & Prosecutions	Feb 2017
Use of Council Land	March 2017
Open Air Burning	Feb 2017
Animals	Feb 2017
Disabled Access Ramps on Footpaths	June 2017
School Bus Shelters	June 2017
Cattle Underpasses	March 2017
High Productivity Freight Vehicles [new]	June 2017
Road Opening Works Permit	March 2017
Vehicle Crossings	March 2017
Community Planning Infrastructure	Jan 2017
Community Initiated Projects	Nov 2016
Recreation Facility Development	Nov 2016
Private Nature Strips	April 2017
Public Halls Management	July 2016
Protected Disclosure Policy	May 2017

Documents available for public inspection

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

- (a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including:
 - (i) the name of the Councillor or member of Council staff; and
 - (ii) the dates on which the travel began and ended; and
 - (iii) the destination of the travel; and
 - (iv) the purpose of the travel; and
 - (v) the total cost to the Council of the travel, including accommodation costs;
- (b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (d) a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act;
- (e) a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- (f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;
- (g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Best Value

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

Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any ministerial directions received during the financial year in its annual report. No such ministerial directions were received by Council during the financial year.

corporate governance

Governance and Management Checklist

The table below lists the results of Council's assessment against the governance and management checklist.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
1	Community Engagement Policy [Policy outlining Council's commitment to engaging with the community on matters of public interest]	✓ Date of operation of current policy: 23/06/2015
2	Community Engagement Guidelines [Guidelines to assist staff to determine when and how to engage with the community]	✓ Date of operation of current guidelines: 26/06/2012
3	Strategic Resource Plan [Plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years]	✓ Plan adopted in accordance with Section 126 of the Act. Adopted: 23/05/2017
4	Annual Budget [Plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required]	✓ Budget adopted in accordance with Section 130 of the Act Adopted: 13/06/2017
5	Asset Management Plans [Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years]	✓ Road Asset Management Plan adopted: 23/02/2016 Buildings Asset Management Plan adopted: 26/04/2017 Playgrounds asset management plan adopted: 27/06/2017
6	Rating Strategy [Strategy setting out the rating structure of Council to levy rates & charges]	✓ Date of operation of current strategy: 22/04/2014
7	Risk Policy [Policy outlining Council's commitment and approach to minimising the risks to Council's operations]	✓ Date of operation of current policy: 26/04/2017
8	Fraud Policy [Policy outlining Council's commitment and approach to minimising the risk of fraud]	✓ Date of operation of current policy: 26/04/2017
9	Municipal Emergency Management Plan [Plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery]	✓ Prepared and maintained in accordance with Section 20 of the Emergency Management Act: 28/03/2017
10	Procurement Policy [Policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works]	✓ Prepared and approved in accordance with Section 186A of the Local Government Act: 23/08/2016
11	Business Continuity Plan [Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster]	✓ Date of operation: 8/12/2016
12	Disaster Recovery Plan [Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster]	✓ Date of operation: 8/12/2016
13	Risk Management Framework [Framework outlining Council's approach to managing risks to the Council's operations]	✓ Date of operation of current framework: 8/12/2016
14	Audit Committee [Advisory Committee of Council under Section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements]	✓ Committee established in accordance with Section 139 of the Act. Established: 28/03/2000

15	Internal Audit [Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls]	✓	Internal auditor engaged: 23/08/2016
16	Performance Reporting Framework [A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act]	✓	Date of operation: 1/7/2015
17	Council Plan Reporting [Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year]	✓	Date of report: 28/02/2017
18	Financial Reporting [Quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure]	✓	Quarterly statements presented to Council in accordance with Section 138(1) of the Act: 18/10/2016, 24/01/2017, 26/04/2017, 27/06/2017
19	Risk Reporting [Six monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies]	✓	Reports prepared and presented: 28/02/2017, 27/06/2017
20	Performance Reports [Six monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act]	✓	Reports prepared and presented: 28/02/2017, 27/06/2017
21	Annual Report [Annual Report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements]	✓	Annual Report considered at a meeting of Council in accordance with Section 134 of the Act: 18/10/2016
22	Councillor Code of Conduct [Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors]	✓	Code of Conduct reviewed in accordance with Section 76C of the Act: 24/01/2017
23	Delegations [A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff]	✓	Delegations reviewed in accordance with section 98(6) of the Act: 27/01/2016, 14/01/2016
24	Meeting Procedures [A Local Law governing the conduct of meetings of Council and Special Committees]	✓	Meeting Procedures Local Law made in accordance with Section 91(1) of the Act: 27/07/2016

I certify that this information presents fairly the status of Council's governance and management arrangements.



Cr Jo Beard, Mayor
Dated: 26 September 2017



Andrew Mason, Chief Executive Officer
Dated: 26 September 2017

Information Privacy

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

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

Disability Action Plan

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

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

Contracts

Council's Procurement Policy is reviewed annually to ensure appropriate cost, service and delivery standards are met. Some of the tenders awarded in 2016-2017 included:

- Sealing Tender
- Provision of Road Maintenance Products and Services
- Provision of Vegetation Management and Associated Services
- Earthworks Plant Hire – Corangamite Landfill
- Castle Carey Road, Glenormiston – Bridge Replacement
- Supply and Delivery of Diesel
- Supply and Delivery of Prime Mover Cab Chassis
- Supply and Delivery of Tipper and Dog Trailer
- Supply and Delivery Front End Loader
- Provision of Banking Services
- Supply, Collection, Transport, Emptying and Replacement of Scrap Metal Bins from Transfer Stations and Depots within Corangamite Shire

Carers Recognition

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

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

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

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

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

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

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council

is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

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

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

Freedom of Information (Foi)

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

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

Further information regarding FOI can be found at www.foi.vic.gov.au and www.corangamite.vic.gov.au. In the 2016-2017 financial year, Council received three requests under the *Freedom of Information Act 1982*.

NUMBER OF FOI REQUESTS	
2016-2017	3
2015-2016	2
2014-2015	0
2013-2014	6
2011-2012	4

Audit Committee

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

Members of the Audit Committee in 2016-2017 were:

- Councillor Bev McArthur
- Councillor Neil Trotter
- Nancy Johnson
- Andrew Jeffers
- Colin Hayman (Chair)

MEMBER	FEE	TRAVEL	TOTAL
Nancy Johnson	\$1,600	\$111	\$1,711
Andrew Jeffers	\$1,200	-	\$1,200
Colin Hayman	\$2,000	-	\$2,000
TOTAL	\$4,800	\$111	\$4,911

Protected Disclosure Procedures

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

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

During the 2016-2017 year, one disclosure was notified to Council officers appointed to receive disclosures or to IBAC.

Local Government Performance Reporting Framework (LGPRF)

Service/Indicator/Measure	Result 2015	Result 2016	Result 2017	Comment
SUSTAINABLE CAPACITY				
POPULATION				
Expenses per head of municipal population (Total expenses / Municipal population)	\$2,554.70	\$2,536.92	\$2,516.70	No material variation
INFRASTRUCTURE				
Infrastructure per head of municipal population (Value of infrastructure / Municipal population)	\$22,402.91	\$22,982.58	\$26,293.06	A revaluation of road infrastructure assets that occurred during the year resulted in an increase in the value of the assets owned by Council
ROADS				
Population density per length of road (Municipal population / Kilometres of local roads)	6.75*	6.61*	6.82	No material variation
OWN-SOURCE REVENUE				
Own-source revenue per head of municipal population (Own-source revenue / Municipal population)	\$1,642.97	\$1,687.70	\$1,675.39	
RECURRENT GRANTS				
Recurrent grants per head of municipal population (Recurrent grants / Municipal population)	\$983.68	\$565.18	\$951.65	The increase experienced is associated with Council receiving half its 2017-2018 Grants Commission allocation before the end of the financial year
DISADVANTAGE				
Relative Socio-Economic Disadvantage (Index of Relative Socio-Economic Disadvantage by decile)	5.00	5.00	5.00	

*Results for 2015 and 2016 have been updated to reflect the inclusion of natural surface roads in the local roads total

Local Government Performance Reporting Framework (LGPRF)

Service/Indicator/Measure	Result 2015	Result 2016	Result 2017	Comment
FINANCIAL PERFORMANCE				
EFFICIENCY				
REVENUE LEVEL Average residential rate per residential property assessment (Residential rate revenue / Number of property assessments)	\$1,115.75	\$1,177.46	\$1,204.00	The increase is consistent with the rate cap, differential rates applied and outcomes of the general revaluation of municipal properties
EXPENDITURE LEVEL Expenses per property assessment (Total expenses / Number of property assessments)	\$4,212.89	\$4,099.40	\$4,175.44	No material variation
WORKFORCE TURNOVER Resignations and terminations compared to average staff (Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x 100	6.46%	9.45%	8.71%	Fewer staff retired during the year when compared to previous year
LIQUIDITY				
WORKING CAPITAL Current assets compared to current liabilities (Current assets / Current liabilities) x 100	283.54%	276.53%	296.41%	The increase is associated with Council receiving half its 2017-2018 grants commission allocation before the end of the financial year
UNRESTRICTED CASH Unrestricted cash compared to current liabilities (Unrestricted cash / Current liabilities) x 100	154.32%	218.32%	253.49%	The increase is associated with Council receiving half its 2017-2018 grants commission allocation before the end of the financial year
OBLIGATIONS				
ASSET RENEWAL Asset renewal compared to depreciation (Asset renewal expense / Asset depreciation) x 100	104.71%	117.44%	91.79%	Council aims to achieve a renewal of 100% on average over the long term. The result achieved this year is consistent with that objective
LOANS & BORROWINGS Loans and borrowings compared to rates (Interest bearing loans and borrowings / Rate revenue) x 100	24.57%	16.32%	11.03%	Improved position due to debt repaid during the year. It is expected Council will become debt-free in 2017-2018
INDEBTEDNESS Non current liabilities compared to own source revenue (Non-current liabilities / Own source revenue) x 100	32.13%	28.71%	21.06%	Improved position due to debt repaid during the year. It is expected Council will become debt-free in 2017-2018
OPERATING POSITION				
ADJUSTED UNDERLYING RESULT Adjusted underlying surplus (or deficit) (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x 100	4.49%	-11.85%	5.55%	The improvement is associated with Council receiving half its 2017-2018 Grants Commission allocation before end of financial year. For future years, the underlying surplus improves slightly due to prioritisation or capital renewal over operating projects
STABILITY				
RATES CONCENTRATION Rates compared to adjusted underlying revenue (Rate revenue / Adjusted underlying revenue) x 100	43.46%	55.06%	46.89%	The improvement is associated with Council receiving half its 2017-2018 Grants Commission allocation before the end of the financial year
RATES EFFORT Rates compared to property values (Rates revenue / Capital improved value of rateable properties in the municipality) x 100	0.39%	0.41%	0.43%	The result is not inconsistent with the increase in rate income and outcomes of the 2016 general revaluation which was first applied during the year



**CORANGAMITE
SHIRE**

CORANGAMITE SHIRE

Section 2: Performance Statement for
year ending 30 June 2017

Section 3: Annual Financial Report for
year ending 30 June 2017



**CORANGAMITE
SHIRE**

Corangamite Shire Council

Civic Centre, 181 Manifold Street, Camperdown VIC 3260

Telephone 03 5593 7100 Facsimile 03 5593 2695 Email shire@corangamite.vic.gov.au

www.corangamite.vic.gov.au



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



**CORANGAMITE
SHIRE**

PERFORMANCE STATEMENT

For the year ended 30 June 2017

Performance Statement

For the year ended 30 June 2017

Description of municipality

Corangamite Shire is located 180 kilometres south-west of Melbourne in the Great South Coast. The municipality is approximately 4,600 square kilometres and stretches from the Great Ocean Road in the south to the pastoral area of Skipton to the north.

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

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

In 2014, the estimated resident population of Corangamite Shire was 15,996 with 3.6 people per square kilometre. The population remains relatively stable with a projected average annual growth rate of 0.2%.

Sustainable Capacity Indicators

For the year ended 30 June 2017

<i>Indicator/measure</i>	Results			Material Variations
	2015	2016	2017	
Population				
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,554.70	\$2,536.92	\$2,516.70	No material variations
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$22,402.91	\$22,982.58	\$26,293.06	A revaluation of road infrastructure assets that occurred during the year resulted in an increase in the value of the assets owned by Council.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	6.75	6.61	6.82	No material variations
Own-source revenue				
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,642.97	\$1,687.70	\$1,675.39	No material variations
Recurrent grants				
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$983.68	\$565.18	\$951.65	The increase experienced is associated with Council receiving half its 2017-2018 Grants Commission allocation before the end of the financial year.
Disadvantage				
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	5.00	5.00	5.00	No material variations

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the year ended 30 June 2017

Service/indicator/measure	Results			Material Variations
	2015	2016	2017	
Aquatic facilities				
Utilisation				
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	2.34	3.46	3.15	Utilisation was lower than the previous year due to less favourable weather conditions.
Animal management				
Health and safety				
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	14.00	4.00	18.00	This has increased from the 2016 reporting year as a number of animal related prosecutions from the 2016 year were not heard in court until the 2017 reporting year.
Food safety				
Health and safety				
<i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100.00%	100.00%	100.00%	No material change
Governance				
Satisfaction				
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	64.00	61.00	61.00	Although lower, Council results remains above the state average and large rural shire average. Council believes negative sentiment towards Local Government has contributed to the downward trend experienced state-wide.
Home and community care				
Participation				
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	29.00%	25.80%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation				
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	23.00%	7.69%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

Service/indicator/measure	Results			Material Variations
	2015	2016	2017	
Libraries				
Participation				
<i>Active library members</i> [Number of active library members / Municipal population] x100	14.00%	14.03%	13.39%	No material variations
Maternal and child health				
Participation				
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	79.00%	82.92%	78.61%	A significant number of infants born late in the year will receive home visits in 2017-2018.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80.00%	93.33%	66.67%	19% of infants transferred out of the Shire during 2016-2017 affecting the results.
Roads				
Satisfaction				
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	38.00	36.00	37.00	Satisfaction remains low. Our research suggest this is due to less than satisfactory condition of the main roads network managed by VicRoads.
Statutory Planning				
Decision making				
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0.00%	0.00%	0.00%	There were no VCAT appeals during the reporting period.
Waste Collection				
Waste diversion				
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	59.00%	60.92%	63.94%	The improvement is a consequence of greater utilisation of Council's kerbside organic waste collection service which has reduced waste going to landfill.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators

For the year ended 30 June 2017

Dimension/indicator/measure	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Efficiency								
Revenue level								
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1115.75	\$1,177.46	\$1204.00	\$1,245.97	\$1,274.00	\$1,305.85	\$1,338.50	The increase is consistent with the rate cap, differential rates applied and outcomes of the general revaluation of municipal properties.
Expenditure level								
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$4,212.89	\$4,099.40	\$4,175.44	\$3,958.14	\$4,031.47	\$4,139.55	\$4,249.07	No material variation.
Workforce turnover								
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	6.46%	9.45%	8.71%	5.00%	5.00%	5.00%	5.00%	Fewer staff retired during the year when compared to the previous period.
Liquidity								
Working capital								
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	283.54%	276.53%	296.41%	265.40%	257.82%	257.99%	258.43%	The increase experienced is associated with Council receiving half its 2017-2018 grants commission allocation before the end of the financial year.

Dimension/indicator/measure	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Unrestricted cash								
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	154.32%	218.32%	253.49%	204.88%	197.79%	198.47%	199.40%	The increase experienced is associated with Council receiving half its 2017-2018 grants commission allocation before the end of the financial year.
Obligations								
Asset renewal								
<i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	104.71%	117.44%	91.79%	113.35%	119.51%	100.68%	89.82%	Council aims to achieve a renewal of 100% on average over the long term. The result achieved this year is consistent with that objective.
Loans and borrowings								
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	24.57%	16.32%	11.03%	0.00%	0.00%	0.00%	0.00%	Improved position due to debt repaid during the year. Council became debt free in 2017-2018.
Loans and borrowings								
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	8.31%	8.06%	5.51%	11.67%	0.00%	0.00%	0.00%	Improved position due to debt repaid during the year. Council became debt free in 2017-2018.
Indebtedness								
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	32.13%	28.71%	21.06%	20.45%	20.02%	19.56%	19.11%	Improved position due to debt repaid during the year. Council became debt free in 2017-2018.

Dimension/indicator/measure	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Operating position								
Adjusted underlying result								
<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	4.49%	-11.85%	5.55%	2.56%	2.68%	2.51%	2.32%	The improvement is associated with Council receiving half its 2017-2018 Grants Commission allocation before the end of the financial year. For future years the underlying surplus improves slightly due to prioritisation of capital renewal over operating projects.
Stability								
Rates concentration								
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	43.46%	55.06%	46.89%	52.10%	52.23%	52.24%	52.2%	The improvement is associated with Council receiving half its 2017-2018 Grants Commission allocation before the end of the financial year.
Rates effort								
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.39%	0.41%	0.43%	0.43%	0.44%	0.46%	0.47%	The result is consistent with the increase in rate income and outcomes of the 2016 general revaluation which was first applied during the year.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2017

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 23 May 2017 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Adam Taylor, CPA
Principal Accounting Officer
Dated: 26 September 2017

In our opinion, the accompanying performance statement of the *Corangamite Shire* for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

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



Cr Neil Trotter
Councillor
Dated: 26 September 2017



Cr Beverley McArthur
Councillor
Dated: 26 September 2017



Andrew Mason
Chief Executive Officer
Dated: 26 September 2017

Independent Auditor's Report

To the Councillors of Corangamite Shire Council

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

- description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Corangamite Shire Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Councillors' responsibilities for the performance statement The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

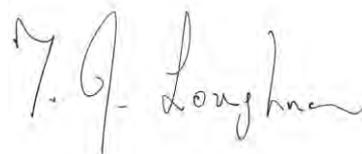
**Auditor's
responsibilities for the
audit of the
performance
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
27 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria



**CORANGAMITE
SHIRE**

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2017

Corangamite Shire Council
Financial Report
Table of Contents

FINANCIAL REPORT	Page
Financial Statements	
Comprehensive Income Statement	3
Balance Sheet	4
Statement of Changes in Equity	5
Statement of Cash Flows	6
Statement of Capital Works	7
Notes to Financial Statements	
Introduction	8
Note 1 Significant accounting policies	8
Note 2 Budget comparison	15
Note 3 Rates and charges	19
Note 4 Statutory fees and fines	19
Note 5 User fees	19
Note 6 Grants	20
Note 7 Contributions	21
Note 8 Reimbursements	21
Note 9 Net gain / (loss) on disposal of property, infrastructure, plant and equipment	21
Note 10 Other income	22
Note 11 Employee costs	22
Note 12 Materials and services	23
Note 13 Bad and doubtful debts	23
Note 14 Depreciation and amortisation	23
Note 15 Borrowing costs	23
Note 16 Other expenses	23
Note 17 Investments in associates, joint arrangements and subsidiaries	24
Note 18 Cash and cash equivalents	25
Note 19 Other financial assets	25
Note 20 Trade and other receivables	25
Note 21 Inventories	26
Note 22 Other assets	26
Note 23 Property, infrastructure, plant and equipment	27
Note 24 Trade and other payables	33
Note 25 Trust funds and deposits	33
Note 26 Provisions	33
Note 27 Interest-bearing loans and borrowings	34
Note 28 Reserves	35
Note 29 Reconciliation of cash flows from operating activities to surplus/(deficit)	37
Note 30 Financing arrangements	37
Note 31 Commitments	38
Note 32 Operating leases	39
Note 33 Superannuation	39
Note 34 Contingent liabilities and contingent assets	41
Note 35 Financial instruments	42
Note 36 Related party disclosures	44
Note 37 Senior officer remuneration	45
Note 38 Events occurring after balance date	45
Certification of the Financial Statements	46

Comprehensive Income Statement
For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Income			
Rates and charges	3	20,158	19,570
Statutory fees and fines	4	373	305
User fees	5	5,631	5,619
Grants - operating	6	14,188	7,259
Grants - capital	6	4,544	5,825
Contributions - monetary	7	153	238
Reimbursements	8	1,175	1,283
Share of net profits (or loss) of associates and joint ventures	17	22	23
Other income	10	680	685
Total income		<u>46,923</u>	<u>40,807</u>
Expenses			
Employee costs	11	(14,542)	(14,207)
Materials and services	12	(12,433)	(12,173)
Bad and doubtful debts	13	(7)	(11)
Depreciation and amortisation	14	(10,324)	(9,895)
Borrowing costs	15	(141)	(201)
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	9	(1,010)	(1,039)
Other expenses	16	(3,155)	(3,269)
Total expenses		<u>(41,613)</u>	<u>(40,795)</u>
Surplus/(deficit) for the year		<u>5,310</u>	<u>12</u>
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	23	23,913	-
Total comprehensive result		<u>29,223</u>	<u>12</u>

Balance Sheet
As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	18	13,969	12,802
Trade and other receivables	20	2,664	1,803
Other financial assets	19	8,180	3,967
Inventories	21	83	67
Other assets	22	483	1,274
Total current assets		25,379	19,913
Non-current assets			
Trade and other receivables	20	45	68
Investments in associates and joint ventures	17	260	237
Property, infrastructure, plant and equipment	23	434,346	411,128
Total non-current assets		434,652	411,433
Total assets		460,031	431,346
Liabilities			
Current liabilities			
Trade and other payables	24	2,290	2,185
Trust funds and deposits	25	203	322
Provisions	26	3,845	3,725
Interest-bearing loans and borrowings	27	2,224	969
Total current liabilities		8,562	7,201
Non-current liabilities			
Provisions	26	5,693	5,368
Interest-bearing loans and borrowings	27	-	2,225
Total non-current liabilities		5,693	7,593
Total liabilities		14,256	14,794
Net assets		445,775	416,552
Equity			
Accumulated surplus		175,847	212,066
Reserves	28	269,929	204,486
Total Equity		445,775	416,552

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2017

	Note	Accumulated			Other Reserves
		Total	Surplus	Asset Revaluation Reserve	
		\$'000	\$'000	\$'000	\$'000
2017					
Balance at beginning of the financial year		416,552	212,066	203,162	1,324
Surplus/(deficit) for the year		5,310	5,310	-	-
Net asset revaluation increment/(decrement)	28(a)	23,913	(40,126)	64,039	-
Transfers to other reserves	28(a)	-	(1,494)	-	1,494
Transfers from other reserves	28(a)	-	91	-	(91)
Balance at end of the financial year		<u>445,775</u>	<u>175,847</u>	<u>267,201</u>	<u>2,727</u>

	Note	Accumulated			Other Reserves
		Total	Surplus	Asset Revaluation Reserve	
		\$'000	\$'000	\$'000	\$'000
2016					
Balance at beginning of the financial year		416,540	212,258	203,523	759
Surplus/(deficit) for the year		12	12	-	-
Net asset revaluation increment/(decrement)	28(a)	-	-	-	-
Transfers to other reserves	28(a)	-	(633)	-	633
Transfers from other reserves	28(a)	-	429	(361)	(68)
Balance at end of the financial year		<u>416,552</u>	<u>212,066</u>	<u>203,162</u>	<u>1,324</u>

Statement of Cash Flows
For the Year Ended 30 June 2017

	Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		20,018	19,406
Statutory fees and fines		373	305
User fees		4,924	6,071
Grants - operating		14,188	7,259
Grants - capital		4,544	5,825
Contributions - monetary		153	238
Interest received		571	574
Reimbursements		1,175	1,283
Other receipts		109	87
Net GST refund/(payment)		74	(116)
Employee costs		(14,471)	(13,993)
Materials and services		(11,257)	(13,637)
Trust funds and deposits repaid		(204)	(117)
Fire service property levy		86	189
Other payments		(3,155)	(3,269)
Net cash provided by/(used in) operating activities	29	<u>17,128</u>	<u>10,105</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(11,265)	(13,700)
Proceeds from sale of property, infrastructure, plant and equipment		628	1,037
Payments for investments		(4,500)	(1,500)
Loans and advances made		-	(100)
Repayments of loans and advances		287	103
Net cash provided by/(used in) investing activities		<u>(14,850)</u>	<u>(14,160)</u>
Cash flows from financing activities			
Finance costs		(141)	(201)
Repayment of borrowings		(970)	(1,376)
Net cash provided by/(used in) financing activities		<u>(1,111)</u>	<u>(1,577)</u>
Net increase (decrease) in cash and cash equivalents		1,167	(5,632)
Cash and cash equivalents at the beginning of the financial year		12,802	18,434
Cash and cash equivalents at the end of the financial year		<u>13,969</u>	<u>12,802</u>
Financing arrangements	30	960	960
Restrictions on cash assets	18	3,196	1,843

The above statement of cash flow should be read in conjunction with the accompanying notes.

Statement of Capital Works
For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Property			
Land		47	-
Land improvements		-	-
Total land		<u>47</u>	<u>-</u>
Buildings		140	212
Heritage Buildings		35	12
Building improvements		-	-
Leasehold improvements		31	909
Total buildings		<u>206</u>	<u>1,133</u>
Total property		<u>253</u>	<u>1,133</u>
Plant and equipment			
Plant, machinery and equipment		2,640	3,090
Fixtures, fittings and furniture		-	-
Computers and telecommunications		9	52
Total plant and equipment		<u>2,649</u>	<u>3,142</u>
Infrastructure			
Roads		5,801	6,078
Bridges		-	155
Footpaths and cycleways		400	368
Drainage		74	899
Recreational, leisure and community facilities		31	242
Parks, open space and streetscapes		259	134
Kerb and channel		519	334
Retaining walls and small culverts		-	5
Other infrastructure		6	23
Total infrastructure		<u>7,090</u>	<u>8,238</u>
Total capital works expenditure		<u>9,992</u>	<u>12,513</u>
Represented by:			
New asset expenditure		392	1,847
Asset renewal expenditure		9,476	10,512
Asset expansion expenditure		-	6
Asset upgrade expenditure		124	148
Total capital works expenditure		<u>9,992</u>	<u>12,513</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

Introduction

The Corangamite Shire was established by an Order of the Governor in Council on 23 September 1994 and is a body corporate.

The Council's main office is located at 181 Manifold Street, Camperdown, Victoria 3260.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Note 1 Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (m))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (n))
- the determination of employee provisions (refer to Note 1 (s))
- the determination of Landfill provisions (refer to Note 1 (t))

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2017, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

(d) Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Note 1 Significant accounting policies (cont.)

(e) Accounting for investments in associates and joint arrangements

Associates

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

(i) *Joint operations*

Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. These have been incorporated in the financial statements under the appropriate headings.

(f) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of **unused grant or contribution from prior years that was expended on Council's operations during the current year.**

Contributions

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

Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest

Interest is recognised as it is earned.

Dividends

Dividend revenue is recognised when the Council's right to receive payment is established.

Other Income

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

Note 1 Significant accounting policies (cont.)

(g) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(i) Trade and other receivables

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(j) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(l) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(m) Recognition and measurement of property, infrastructure and plant and equipment

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1 (n) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Note 1 Significant accounting policies (cont.)

(m) Recognition and measurement of property, infrastructure and plant and equipment (cont'd)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 23 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council recognises land under roads it controls at fair value.

(n) Depreciation and amortisation of property, infrastructure and plant and equipment

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Note 1 Significant accounting policies (cont.)

(n) Depreciation and amortisation of property, infrastructure and plant and equipment (cont'd)

<i>Asset recognition thresholds and depreciation periods</i>	Depreciation Period	Threshold Limit \$'000
Property		
land	-	10
land improvements	25 years	10
Buildings		
heritage buildings	100 years	10
buildings	100 years	10
building improvements	10 years	10
leasehold improvements	25 years	10
Plant and Equipment		
plant, machinery and equipment	10 years	5
fixtures, fittings and furniture	10 years	5
computers and telecommunications	3-5 years	2
motor vehicles	2-5 years	5
Infrastructure		
road pavements and seals	12-100 years	3
road formation and earthworks	100 years	3
road kerb, channel and minor culverts	79 years	3
bridges	80-100 years	3
footpaths and cycleways	8-47 years	3
drainage	100 years	3
recreational, leisure and community facilities	25 years	3
waste management	25 years	3
parks, open space and streetscapes	25 years	3

(o) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(p) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 1 Significant accounting policies (cont.)

(q) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 25).

(r) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(s) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(t) Landfill rehabilitation provision

Council is obligated to restore the Naroghid landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Note 1 Significant accounting policies (cont.)

(u) Leases

Finance leases

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

Operating leases

Lease payments for operating leases are recognised in the years in which they are incurred.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 3 to 20 year period.

(v) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a net basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(w) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 34 contingent liabilities and contingent assets.

(x) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(y) Pending accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019-2020)

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

Leases (AASB 16) (applies 2019-2020)

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

Council has very few operating leases that will be impacted as a result of this change.

(z) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 14 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet **Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity** resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

(a) Income and Expenditure

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Income				
Rates and charges	20,062	20,158	95	
Statutory fees and fines	189	373	184	1
User fees	5,357	5,631	274	
Grants - operating	9,905	14,188	4,283	2
Grants - capital	4,730	4,544	(186)	
Contributions - monetary	50	153	103	3
Reimbursements	897	1,175	277	4
Share of net profits/(losses) of associates and joint ventures	-	22	22	5
Other income	454	680	226	6
Total income	41,644	46,923	5,278	
Expenses				
Employee costs	14,758	14,542	215	
Materials and services	10,089	12,433	(2,344)	7
Bad and doubtful debts	2	7	(5)	
Depreciation and amortisation	9,450	10,324	(874)	8
Borrowing costs	140	141	(1)	
Net loss on disposal of property, infrastructure, plant and equipment	-	1,010	(1,010)	9
Other expenses	3,047	3,155	(108)	
Total expenses	37,485	41,613	4,128	
Surplus/(deficit) for the year	4,159	5,310	1,151	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Additional EPA Levies (\$99,000) and Planning Fees (\$57,000) collected throughout year due to higher than anticipated activity
2	Grants - operating	Primarily due to early payment of half of the Victorian Grants Commission 2017-2018 grant (\$3,680,000) paid in the 2016-2017 financial year. Remaining balance is made up of unbudgeted Grants received during the course of the year.
3	Contributions - monetary	Unbudgeted contributions received for economic impact modelling for roads advocacy (\$45,000), Skipton Recreation Reserve extension (\$43,000) and completion of carried forward project Apex Park (\$11,000).

Note 2 Budget comparison (cont.)

4	Reimbursements	Additional unbudgeted works completed as part of the South West Alliance roads contract (\$172,000) and Fuel Tax Credits claimed in excess of budget (\$145,000)
5	Share of net profits/(losses) of associates and joint ventures	This item is in relation to the Corangamite Regional Library and is not budgeted for due to its uncertainty.
6	Other income	Additional interest revenue received above budget (\$189,000) plus the net effect of unbudgeted paid parental leave offset (\$26,000).
7	Materials and services	Carry Forward Amounts (\$1,030,000) and additional materials and services expenditure due to flood events (\$1,260,000). The flood expenditure will be offset by natural disaster funding in the 2017-2018 year.
8	Depreciation and amortisation	The actual depreciation figure is higher due to updated information not available when the budget was completed.
9	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Proceeds from the disposal of Light Fleet, Heavy Plant and Buildings (\$628,000) offset by the written-down value of plant and infrastructure assets disposed (\$1,225,000) and removal of duplicate land assets (\$409,000)

Note 2 Budget comparison (cont)

(b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Property				
Land	-	47	(47)	
Land improvements	-	-	-	
Total Land	-	47	(47)	
Buildings	556	140	416	1
Heritage buildings	-	35	(35)	
Building improvements	-	-	-	
Leasehold improvements	-	31	(31)	
Total Buildings	556	206	350	
Total Property	556	253	303	
Plant and Equipment				
Plant, machinery and equipment	2,926	2,640	286	2
Fixtures, fittings and furniture	-	-	-	
Computers and telecommunications	118	9	109	3
Total Plant and Equipment	3,044	2,649	395	
Infrastructure				
Roads	6,596	5,801	795	4
Bridges	1,730	-	1,730	5
Footpaths and cycleways	127	400	(273)	6
Drainage	600	74	526	7
Recreational, leisure and community facilities	20	31	(11)	
Parks, open space and streetscapes	795	259	536	8
Kerb and channel	172	519	(347)	9
Other infrastructure	110	6	(104)	10
Total Infrastructure	10,040	7,084	2,956	
			-	
Total Capital Works Expenditure	13,640	9,986	3,654	
Represented by:				
New asset expenditure	558	392	166	
Asset renewal expenditure	11,441	9,476	1,965	
Asset expansion expenditure	-	-	-	
Asset upgrade expenditure	1,751	124	1,627	
Total Capital Works Expenditure	13,750	9,992	3,758	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	A number of projects remained incomplete at the end of the financial year and will be carried forward to future years (\$343,000). Some smaller projects have been transferred to operating expenses (\$36,000) as they were not able to be recognised as assets.
2	Plant, Machinery & Equipment	Savings were achieved in Light Fleet (\$194,000), Heavy Plant (\$75,000) and Minor Plant (\$17,000).
3	Computers & Telecommunications	Some smaller purchases have been transferred to operating expenses as they were not able to be recognised as an asset (\$47,000) and some incomplete projects will be carried forward to 2017-2018 (\$55,000).

Note 2 Budget comparison (cont)

4	Roads	A large amount of gravel resheeting was completed in June and included as work in progress (\$444,000) plus savings on the reseal program compared to budget (\$143,000).
5	Bridges	The majority of this expenditure is for Castle Carey Bridge works which will be undertaken over multiple years. The amount spent will be part of work in progress until the project is finalised.
6	Footpaths	A significant amount of the footpaths assets recognised was initially included in the streetscape budget (\$272,000)
7	Drainage	Most of the drainage works (\$578,000) was not able to be recognised as an assets given it was of a maintenance nature and has been expensed.
8	Parks, open space and streetscapes	A significant amount of the works originally budgeted as "streetscapes" was recognised as either Kerb and channel, Roads and Footpaths (\$622,000)
9	Kerb and channel	Some capital works for kerb and channel were initially budgeted in the streetscape budget (\$134,000) and roads budget.
10	Other infrastructure	One project was not completed during the year (\$100,000) as it was not required.

	2017 \$'000	2016 \$'000
--	----------------	----------------

Note 3 Rates and charges

Council uses capital improved value as the basis of valuation of all properties within the municipal district. The capital improved value of a property is its market value.

The valuation base used to calculate general rates for 2016-2017 was \$4.737 million (2015-2016 \$4.787 million).

General Rates	7,462	7,315
Municipal charge	1,591	1,553
Waste management charge	1,514	1,474
Farm/Rural	9,474	9,215
Vacant Industrial land rates	13	13
Supplementary rates and rate adjustments	98	(6)
Cultural and recreational land rates	6	6
Total rates and charges	<u>20,158</u>	<u>19,570</u>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation will be first applied in the rating year commencing 1 July 2016.

Note 4 Statutory fees and fines

Infringements and costs	14	11
Town planning fees	133	90
Health registrations	90	91
Landfill levy	115	94
Permits	20	19
Total statutory fees and fines	<u>373</u>	<u>305</u>

Note 5 User fees

Family Day Care	466	503
Saleyards	556	761
Rental and leases	115	110
Building services fees	188	175
Other fees	4,305	4,070
Total user fees	<u>5,631</u>	<u>5,619</u>

	2017 \$'000	2016 \$'000
Note 6 Grants		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	15,782	8,566
State funded grants	2,950	4,518
Total grants received	<u>18,731</u>	<u>13,084</u>
Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Aged Services	763	0
Family and children	542	471
Victoria Grants Commission - general	4,964	1,895
Victoria Grants Commission - local roads	5,814	1,651
<i>Recurrent - State Government</i>		
Aged Services	104	886
Community health	28	6
Disability Services	238	207
Economic development	10	50
Emergency Management	54	75
Environment	9	61
Families and children	934	1,198
Maternal and child health	200	179
Recreation	0	12
Youth Services	75	68
Total recurrent operating grants	<u>13,735</u>	<u>6,759</u>
<i>Non-recurrent - Commonwealth Government</i>		
-		
<i>Non-recurrent - State Government</i>		
Aged Services	100	0
Corporate Services	77	0
Economic development	124	74
Environment	0	64
Families and children	49	60
Waste Management	0	60
Recreation	13	80
Tourism	90	149
Youth	0	13
Total non-recurrent operating grants	<u>452</u>	<u>500</u>
Total operating grants	<u>14,188</u>	<u>7,259</u>

	2017 \$'000	2016 \$'000
Note 6 Grants (continued)		
Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,600	1,600
<i>Recurrent - State Government</i>		
Aged Services	18	0
Total recurrent capital grants	1,618	1,600
<i>Non-Recurrent - Commonwealth Government</i>		
Roads to recovery	2,092	2,949
Tourism	6	0
<i>Non-recurrent - State Government</i>		
Building Projects	0	776
Economic development	249	187
Emergency	0	250
Families and children	5	0
Landfill / waste management	155	18
Recreation	230	19
Roads	189	26
Total non-recurrent capital grants	2,926	4,225
Total capital grants	4,544	5,825
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	197	780
Received during the financial year and remained unspent at balance date	266	197
Received in prior years and spent during the financial year	197	780
Balance at year end	266	197
Note 7 Contributions		
Special charge schemes	0	23
Recreational, leisure and community facilities	130	193
Economic development	14	14
Environment	8	5
Community Services	2	3
Total contributions	153	238
Note 8 Reimbursements		
Vicroads	645	620
Swimming pools	26	39
Recreational facilities	56	57
Emergency	15	46
Insurance payments	119	92
Preschool	39	44
Information technology support services	22	42
Family day care	9	1
Fuel Tax Credit Scheme	201	314
Other	42	28
Total Reimbursements	1,175	1,283
Note 9 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	628	1,037
Written down value of assets disposed	(1,638)	(2,076)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,010)	(1,039)

	2017	2016
Note 10 Other income	\$'000	\$'000
Interest	457	500
Interest on rates	73	65
Interest on debtors	7	9
Legal costs recovered	41	11
Other	102	100
Total other income	<u>680</u>	<u>685</u>
Note 11 (a) Employee costs		
Wages and salaries	10,945	10,451
Annual leave and long service leave	1,507	1,780
Other employee related expenses	142	156
Superannuation	1,466	1,398
Fringe Benefits Tax	315	217
Workcover	167	205
Total employee costs	<u>14,542</u>	<u>14,207</u>
Note 11 (b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	<u>202</u>	<u>176</u>
	<u>202</u>	<u>176</u>
Employer contributions payable at reporting date.	(1)	0
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	998	790
Employer contributions - other funds	488	432
	<u>1,486</u>	<u>1,222</u>
Employer contributions payable at reporting date.	56	49

Refer to note 35 for further information relating to Council's superannuation obligations.

	2017	2016
Note 12 Materials and services	\$'000	\$'000
Materials and services	3,948	3,473
Contract payments	7,293	7,670
Utilities	616	603
Office administration	577	427
Total materials and services	<u>12,433</u>	<u>12,173</u>
Note 13 Bad and doubtful debts		
Other debtors	<u>7</u>	<u>11</u>
Total bad and doubtful debts	<u>7</u>	<u>11</u>
Note 14 Depreciation and amortisation		
Property	937	1,001
Plant and equipment	1,289	1,014
Infrastructure	8,098	7,880
Total depreciation and amortisation	<u>10,324</u>	<u>9,895</u>
<i>Refer to note 23 for a more detailed breakdown of depreciation and amortisation charges</i>		
Note 15 Borrowing costs		
Interest - Borrowings	<u>141</u>	<u>201</u>
Total borrowing costs	<u>141</u>	<u>201</u>
Note 16 Other expenses		
Councillors' allowances	250	248
Council contributions	1,431	1,531
Insurance	493	456
Legal costs	74	173
Levies	36	22
Rent, rates and charges	191	184
Advertising and promotion	164	201
Meals, accommodation and refreshments	60	49
Landfill rehabilitation liability	295	109
Donations	0	50
Other	96	184
Audit Expenses	65	62
Total other expenses	<u>3,155</u>	<u>3,269</u>

	2017	2016
	\$'000	\$'000
Note 17 Investments in associates, joint arrangements and subsidiaries		
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
- Corangamite regional library corporation	260	237
<i>Background</i>		
Council shares an interest in the Corangamite regional library corporation with the Colac Otway Shire, Moyne Shire and Warrnambool City Council. Council's share of the investment in the library is based on the census estimates of the Corangamite Shire's population as percentage of the total populations of the four Councils. The equity share is based on the audited accounts for the year ended 30 June 2017. Corangamite's share as at 30 June 2017 is 18.5% (2015-2016 18.5%)		
Fair value of Council's investment in Corangamite Regional Library Corporation	260	237
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	166	(206)
Reported surplus(deficit) for year	22	23
Transfers (to) from reserves	0	349
Distributions for the year	0	0
Council's share of accumulated surplus(deficit) at end of year	188	166
Council's share of reserves		
Council's share of reserves at start of year	72	421
Transfers (to) from reserves	(11)	(349)
Council's share of reserves at end of year	61	72
Movement in carrying value of specific investment		
Carrying value of investment at start of year	237	214
Share of surplus(deficit) for year	22	23
Share of asset revaluation	0	0
Distributions received	0	0
Carrying value of investment at end of year	260	237

	2017	2016
	\$'000	\$'000
Note 18 Cash and cash equivalents		
Cash on hand	3	3
Cash at bank	3,966	4,799
Term deposits	10,000	8,000
	<u>13,969</u>	<u>12,802</u>
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Resort and recreation reserve (Note 28(b))	62	62
- Trust funds and deposits (Note 25)	203	322
- Grants received but not acquitted (Note 6)	266	197
Total restricted funds	<u>531</u>	<u>581</u>
Total unrestricted cash and cash equivalents	<u>13,437</u>	<u>12,221</u>
Note 19 Other financial assets		
Term deposits (greater than 90 days)	8,000	3,500
Economic development loans	180	467
Total other financial assets	<u>8,180</u>	<u>3,967</u>
Note 20 Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	825	686
Net GST Receivable	383	457
Provision for doubtful debts - infringements	-	-
<i>Non statutory receivables</i>		
Loans and advances to community organisations	36	9
Other debtors	1,442	667
Provision for doubtful debts - other debtors	(21)	(16)
Total current trade and other receivables	<u>2,664</u>	<u>1,803</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	25	39
<i>Non statutory receivables</i>		
Loans and advances to community organisations	20	29
Total non-current trade and other receivables	<u>45</u>	<u>68</u>
Total trade and other receivables	<u>2,709</u>	<u>1,871</u>
(a) Ageing of Receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:		
Current (not yet due)	1226	703
Past due by up to 30 days	112	-
Past due between 31 and 180 days	113	12
Past due between 181 and 365 days	6	-
Past due by more than 1 year	-	-
Total trade & other receivables	<u>1,457</u>	<u>715</u>
(b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	16	27
New Provisions recognised during the year	9	12
Amounts already provided for and written off as uncollectible	(4)	(23)
Balance at end of year	<u>21</u>	<u>16</u>

	2017	2016
	\$'000	\$'000
Note 20 Trade and other receivables (cont'd)		
<p>(c) Ageing of individually impaired Receivables</p> <p>At balance date, other debtors representing financial assets with a nominal value of \$21,000 (2016: \$16,000) were impaired. The amount of the provision raised against these debtors was \$8,000 (2016: \$8,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.</p> <p>The ageing of receivables that have been individually determined as impaired at reporting date was:</p>		
Current (not yet due)		
Past due by up to 30 days	16	27
Past due between 31 and 180 days	9	12
Past due between 181 and 365 days	(4)	(23)
Past due by more than 1 year	-	-
Total trade & other receivables	<u>21</u>	<u>16</u>
Note 21 Inventories		
Inventories held for distribution	65	48
Inventories held for sale	17	19
Total inventories	<u>83</u>	<u>67</u>
Note 22 Other assets		
Prepayments	288	415
Accrued income	195	859
Total other assets	<u>483</u>	<u>1,274</u>

Note 23 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Written Down Value at 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Off	Written Down Value 30 June 2017
Land	50,968	47	-	(40,126)	-	(744)	15	-	10,160
Buildings	25,593	206	-	-	(1,012)	(1)	270	-	25,056
Plant and Equipment	8,779	2,649	-	-	(1,288)	(548)	9	-	9,601
Infrastructure	324,544	7,090	-	64,039	(8,045)	(346)	856	-	388,138
Work in progress	1,244	1,326	-	-	-	-	(1,150)	(29)	1,391
	411,128	11,318	-	23,913	(10,345)	(1,639)	-	(29)	434,346

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	197	146	(277)	-	66
Plant and Equipment	88	100	(23)	-	165
Infrastructure	959	1,080	(850)	(29)	1,160
Total	1,244	1,326	(1,150)	(29)	1,391

Note 23 Property, infrastructure, plant and equipment (cont'd)

Land and Buildings	Land - specialised	Land - non specialised	Land improvements	Total Land	Heritage buildings	Buildings - specialised	Buildings - non specialised	Leasehold Improvements - Buildings	Leasehold Improvements - Waste	Total Buildings	Work In Progress	Total Property
At fair value 1 July 2016	42,009	8,959	-	50,968	17,255	37,007	1,810	1,438	1,603	59,113	197	110,278
Accumulated depreciation at 1 July 2016	-	-	-	-	(11,965)	(20,056)	(161)	(7)	(1,331)	(33,520)	-	(33,520)
	42,009	8,959	-	50,968	5,290	16,951	1,649	1,431	272	25,593	197	76,758
Movements in fair value												
Acquisition of assets at fair value	-	47	-	47	35	140	-	31	-	206	146	399
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements	(40,126)	-	-	(40,126)	-	-	-	-	-	-	-	(40,126)
Fair value of assets disposed	-	(744)	-	(744)	-	-	-	-	(47)	(47)	-	(791)
Work in Progress expensed to operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	15	-	15	37	211	-	-	22	270	(277)	8
	(40,126)	(682)	-	(40,808)	72	351	-	31	(25)	429	(131)	(40,510)
Movements in accumulated depreciation												
Depreciation and amortisation	-	-	-	-	(132)	(605)	(170)	(29)	(76)	(1,012)	-	(1,012)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	46	46	-	46
Accumulated depreciation revaluation increments/decrements	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(9)	9	-	-	-	-	-	-
	-	-	-	-	(141)	(596)	(170)	(29)	(30)	(966)	-	(966)
At fair value 30 June 2017	1,883	8,277	-	10,160	17,327	37,358	1,810	1,469	1,578	59,542	66	69,768
Accumulated depreciation at 30 June 2017	-	-	-	-	(12,106)	(20,652)	(331)	(36)	(1,361)	(34,486)	-	(34,486)
	1,883	8,277	-	10,160	5,221	16,706	1,479	1,433	217	25,056	66	35,282

* The revaluation adjustment for land - specialised is related to updated valuation data for land under roads. This land is restricted in use and is discounted to 5% of value.

Note 23 Property, infrastructure, plant and equipment (cont'd)

Plant and Equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Other	Work In Progress	Total plant and equipment
At fair value 1 July 2016	14,198	726	1,324	110	88	16,446
Accumulated depreciation at 1 July 2016	(6,279)	(332)	(968)	-	-	(7,579)
	7,919	394	356	110	88	8,867
Movements in fair value						
Acquisition of assets at fair value	2,640	-	9	-	100	2,749
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(937)	-	-	-	-	(937)
Work in Progress expensed to operating result	-	-	-	-	-	-
Transfers	-	-	9	-	(23)	(14)
	1,703	-	18	-	77	1,798
Movements in accumulated depreciation						
Depreciation and amortisation	(1,036)	(60)	(192)	-	-	(1,288)
Accumulated depreciation of disposals	389	-	-	-	-	389
Accumulated depreciation revaluation increments/decrements	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
	(647)	(60)	(192)	-	-	(899)
At fair value 30 June 2017	15,901	726	1,342	110	165	18,244
Accumulated depreciation at 30 June 2017	(6,926)	(392)	(1,160)	-	-	(8,478)
	8,975	334	182	110	165	9,766

Note 23 Property, infrastructure, plant and equipment (cont'd)

Infrastructure	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Kerb & Channel	Culverts & Retaining Walls	Other Infrastructure	Work In Progress	Total Infrastructure
At fair value 1 July 2016	306,053	51,374	16,665	36,704	2,294	2,507	33,638	21,492	65	959	471,751
Accumulated depreciation at 1 July 2016	(92,988)	(7,948)	(4,497)	(16,032)	(768)	(1,349)	(9,514)	(13,145)	(7)	-	(146,248)
	213,065	43,426	12,168	20,672	1,526	1,158	24,124	8,347	58	959	325,503
Movements in fair value											
Acquisition of assets at fair value	5,801	-	400	74	31	259	519	-	6	1,080	8,170
Contributed assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements	24,135	6,900	(573)	-	-	-	-	-	-	-	30,462
Fair value of assets disposed	(233)	-	(132)	(40)	-	-	(329)	-	-	-	(734)
Work in Progress expensed to operating result	-	-	-	-	-	-	-	-	-	(29)	(29)
Transfers	701	-	32	79	-	44	-	-	-	(850)	6
	30,404	6,900	(273)	113	31	303	190	-	6	201	37,875
Movements in accumulated depreciation											
Depreciation and amortisation	(6,002)	(505)	(332)	(327)	(85)	(105)	(397)	(289)	(3)	-	(8,045)
Accumulated depreciation of disposals	150	-	36	23	-	-	179	-	-	-	388
Accumulated depreciation revaluation increments/decrements	25,967	4,493	3,117	-	-	-	-	-	-	-	33,577
Transfers	-	-	-	-	-	-	-	-	-	-	-
	20,115	3,988	2,821	(304)	(85)	(105)	(218)	(289)	(3)	-	25,920
At fair value 30 June 2017	336,457	58,274	16,392	36,817	2,325	2,810	33,828	21,492	71	1,160	509,626
Accumulated depreciation at 30 June 2017	(72,873)	(3,960)	(1,676)	(16,336)	(853)	(1,454)	(9,732)	(13,434)	(10)	-	(120,328)
	263,584	54,314	14,716	20,481	1,472	1,356	24,096	8,058	61	1,160	389,298

Note 23 Property, infrastructure, plant and equipment cont'd

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer - Mr Stephen Davey AAPI Certified Practising Valuer of Opteon Property Advisors. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

A full revaluation of these assets will be conducted in 2017-2018.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

Asset Category	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Land			8,277
Specialised land under roads			1,883
Heritage buildings			5,221
Buildings – specialised			16,552
Buildings – non specialised		1,633	
Leasehold Improvements			1,650
TOTAL		1,633	33,583

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Mr. Ashay Prabhu CPEng of Assetic Asset Management practitioners.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

Asset Category	Level 1	Level 2	Level 3	Revaluation
	\$'000	\$'000	\$'000	
Roads			263,584	Jun-17
Bridges			54,314	Jun-17
Footpaths and cycleways			14,716	Jun-17
Drainage			20,481	Jun-14
Recreation, leisure and community facilities			1,472	Jun-14
Parks, open space and streetscapes			1,356	Jun-14
Kerb and channel			24,096	Jun-14
Culverts and retaining walls			8,058	Jun-17
Other infrastructure			61	Jun-14
TOTAL			388,138	

Note 23	Property, infrastructure, plant and equipment cont'd	2017 \$'000	2016 \$'000
---------	--	----------------	----------------

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$7.00 and \$80.00 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$2250 to \$2600 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land			
Opening Balance		42,009	42,009
Revaluation of land under roads		(40,126)	-
Total specialised land		<u>1,883</u>	<u>42,009</u>

		2017 \$'000	2016 \$'000
Note 24	Trade and other payables		
	Trade payables	1,745	1,777
	Accrued expenses	545	408
	Total trade and other payables	<u>2,290</u>	<u>2,185</u>
Note 25	Trust funds and deposits		
	Refundable deposits	43	56
	Fire services levy	86	189
	Retention amounts	-	29
	Other refundable deposits	75	48
	Total trust funds and deposits	<u>203</u>	<u>322</u>

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 26	Provisions	Employee	Landfill restoration	Other	Total
		\$ '000	\$ '000	\$ '000	\$ '000
	2017				
	Balance at beginning of the financial year	4,009	5,004	79	9,092
	Additional provisions	1,644	147	-	1,791
	Amounts used	(1,492)	-	(79)	(1,571)
	Change in the discounted amount arising because of time and the effect of any change in the discount rate	(2)	228	-	226
	Balance at the end of the financial year	<u>4,159</u>	<u>5,379</u>	<u>-</u>	<u>9,538</u>
	2016				
	Balance at beginning of the financial year	3,796	4,895	79	8,770
	Additional provisions	1,485	109	-	1,594
	Amounts used	(1,579)	-	-	(1,579)
	Change in the discounted amount arising because of time and the effect of any change in the discount rate	307	-	-	307
	Balance at the end of the financial year	<u>4,009</u>	<u>5,004</u>	<u>79</u>	<u>9,092</u>

	2017 \$'000	2016 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	957	911
Rostered Days Off	82	79
Long service leave	377	267
	<u>1,416</u>	<u>1,257</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	69	183
Long service leave	2,360	2,285
	<u>2,429</u>	<u>2,468</u>
Total current employee provisions	<u>3,845</u>	<u>3,725</u>
Non-current		
Long service leave	314	284
Annual leave	-	-
Total non-current employee provisions	<u>314</u>	<u>284</u>
Aggregate carrying amount of employee provisions:		
Current	3,845	3,725
Non-current	314	284
Total aggregate carrying amount of employee provisions	<u>4,159</u>	<u>4,009</u>
(b) Land fill restoration		
Current	-	-
Non-current	5,379	5,005
	<u>5,379</u>	<u>5,005</u>
(c) Other provisions		
Current	-	-
Non-current	-	79
	<u>-</u>	<u>79</u>
Note 27 Interest-bearing loans and borrowings		
Current		
Bank overdraft	-	-
Borrowings - secured (1)	2,224	969
	<u>2,224</u>	<u>969</u>
Non-current		
Borrowings - secured (1)	-	2,225
Total	<u>2,224</u>	<u>3,194</u>
(1) Borrowings are secured by future rates rating income.		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	2,224	958
Later than one year and not later than five years	-	1,319
Later than five years	-	905
	<u>2,224</u>	<u>3,182</u>

Note 28 Reserves

	Balance at beginning of reporting period	Increment (decrement)	(decrement) on revaluation of revaluation of library books by an	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000	\$'000
2017				
Property				
Land	6,223	-	-	6,223
Buildings	10,963	-	-	10,963
	<u>17,186</u>	-	-	<u>17,186</u>
Infrastructure				
Roads	96,751	50,102	-	146,853
Bridges	34,910	11,393	-	46,303
Footpaths and cycleways	12,244	2,544	-	14,788
Drainage	16,323	-	-	16,323
Kerb and channel	20,234	-	-	20,234
Recreational, leisure and community facilities	58	-	-	58
Parks, open space and streetscapes	26	-	-	26
Culverts and retaining walls	5,288	-	-	5,288
Furniture and equipment	141	-	-	141
Library	-	-	-	-
Bus shelters	1	-	-	1
Other infrastructure	-	-	-	-
	<u>185,976</u>	<u>64,039</u>	-	<u>250,015</u>
Total asset revaluation reserves	<u>203,162</u>	<u>64,039</u>	-	<u>267,201</u>
2016				
Property				
Land	6,223	-	-	6,223
Buildings	10,963	-	-	10,963
	<u>17,186</u>	-	-	<u>17,186</u>
Infrastructure				
Roads	96,751	-	-	96,751
Bridges	34,910	-	-	34,910
Footpaths and cycleways	12,244	-	-	12,244
Drainage	16,323	-	-	16,323
Kerb and channel	20,234	-	-	20,234
Recreational, leisure and community facilities	58	-	-	58
Parks, open space and streetscapes	26	-	-	26
Culverts and retaining walls	5,288	-	-	5,288
Furniture and equipment	141	-	-	141
Library	361	-	(361)	-
Bus shelters	1	-	-	1
Other infrastructure	-	-	-	-
	<u>186,337</u>	-	<u>(361)</u>	<u>185,976</u>
Total asset revaluation reserves	<u>203,523</u>	-	<u>(361)</u>	<u>203,162</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 28 Reserves (cont.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2017				
Resort and recreation reserve	62	-	-	62
Landfill rehabilitation reserve	201	92	-	293
Superannuation reserve	800	400	-	1,200
Infrastructure Reserve	-	1,000	-	1,000
Other reserves	261	2	(91)	172
Total Other reserves	<u>1,324</u>	<u>1,494</u>	<u>(91)</u>	<u>2,727</u>
2016				
Resort and recreation reserve	112	-	(50)	62
Landfill rehabilitation reserve	115	86	-	201
Superannuation reserve	400	400	-	800
Other reserves	132	147	(18)	261
Total Other reserves	<u>759</u>	<u>633</u>	<u>(68)</u>	<u>1,324</u>

	2017 \$'000	2016 \$'000
Note 29		
Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	5,310	12
Depreciation/amortisation	10,324	9,895
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,010	1,039
Other	-	(24)
Borrowing Costs in Financing activities	141	201
Change in assets and liabilities:	-	
(Increase)/decrease in trade and other receivables	(838)	299
(Increase)/Decrease in other assets	791	(705)
Increase/(decrease) in trade and other payables	102	(1,010)
Increase/(Decrease)in trust funds and deposits	(119)	72
(Increase)/decrease in inventories	(16)	26
Increase/(Decrease) in provisions	445	323
(Increase)/Decrease in Library Corporation	(22)	(23)
Net cash provided by/(used in) operating activities	<u>17,128</u>	<u>10,105</u>
Note 30		
Financing arrangements		
Bank overdraft	960	960
Credit card facilities	1,000	1,000
Other facilities	2,224	3,194
Total facilities	<u>4,184</u>	<u>5,154</u>
Used facilities	2,225	3,195
Unused facilities	1,959	1,959

Note 31 Commitments

The Council has entered into the following commitments

2017	Not later than 1	Later than 1 year	Later than 2 years	Later than 5	Total
	year	and not later than 2 years	and not later than 5 years	years	
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	146	151	156	-	453
Garbage collection	262	271	281	-	814
Organics collection	182	188	195	-	565
Street litter bins	62	64	66	-	192
Transfer station skips	87	87	261	-	435
Recreation facility maintenance	81	82	83	-	246
Recreation facility management	-	-	-	-	-
Banking	-	-	-	-	-
Water quality monitoring	42	42	127	85	296
Landfill Geosynthetics	151	182	48	-	381
Landfill design audit	129	80	-	-	209
Landfill Earthworks	35	-	-	-	35
Home care services	135	135	-	-	270
Cleaning contracts for council buildings	15	-	-	-	15
Meals for delivery	23	-	-	-	23
Total	1,350	1,282	1,217	85	3,934
Capital					
Buildings	-	-	-	-	-
Roads	2,654	1,634	-	-	4,288
Drainage	-	-	-	-	-
Total	2,654	1,634	-	-	4,288
2016	Not later than 1	Later than 1 year	Later than 2 years	Later than 5	Total
	year	and not later than 2 years	and not later than 5 years	years	
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	146	151	318	-	615
Garbage collection	262	271	571	-	1,104
Organics collection	182	188	396	-	766
Street litter bins	65	67	141	-	273
Transfer station skips	88	-	-	-	88
Recreation facility maintenance	95	332	-	-	427
Recreation facility management	378	-	-	-	378
Banking	45	-	-	-	45
Water quality monitoring	63	-	-	-	63
Landfill Geosynthetics	130	-	88	-	218
Landfill design audit	334	180	90	-	604
Home care services	135	135	135	-	405
Cleaning contracts for council buildings	88	89	15	-	192
Meals for delivery	91	91	-	-	182
Total	2,102	1,504	1,754	-	5,360
Capital					
Buildings	-	-	-	-	-
Roads	-	-	-	-	-
Drainage	-	-	-	-	-
Total	-	-	-	-	-

	2017	2016
	\$'000	\$'000
Note 32 Operating leases		
(a) Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	142	120
Later than one year and not later than five years	524	473
Later than five years	4,085	4,098
	<u>4,751</u>	<u>4,691</u>
(b) Operating lease receivables		
The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.		
Future minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	90	81
Later than one year and not later than five years	225	281
Later than five years	212	375
	<u>527</u>	<u>737</u>

Note 33 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa
Salary information 4.25% pa
Price inflation (CPI) 2.5% pa.

Note 33 Superannuation (cont'd)

Vision Super has advised that the estimated VBI at 30 June 2017 was 103.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was **necessary to the Defined Benefit category's funding arrangements from prior years.**

Employer contributions

Regular contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer **contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015-2016).** This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit **category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring.** The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%. In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, **the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.** Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated. Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2016 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$40.3 million; and

A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

2017 Full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

Contributions by the Corangamite Shire (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2016 are detailed below:

Scheme	Type of scheme	Rate	2017 \$'000	2016 \$'000
Vision Super	Defined benefits	9.50%	\$202	\$176
Vision Super	Accumulation	9.50%	\$998	\$788
Other Choice Funds	Accumulation	9.50%	\$488	\$432

Note 34 Contingent liabilities and contingent assets

The Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in this financial report.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined in Note 33. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Landfill

Council operates a landfill at Naroghid. Council will have to carry out further site rehabilitation works in the future, however rehabilitates to current EPA requirements each cell as it is completed. A provision is made for ongoing site rehabilitation provision is maintained to current EPA requirements.

Saleyards

Council has taken action to minimise the potential discharge of waste water into the nearby waterways from the Council saleyards. While this action does minimise the risk, there is a contingent liability of \$250,000 if such an event occurs.

Guarantees for loans to other entities

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

The amount outstanding as at 30 June 2017 is \$Nil (2016 \$Nil)

Guarantee is in respect of a loan from the ANZ bank

Contract Performance Guarantee - Department of Natural Resources and Environment

This guarantee has been in place since 24 March 1999 for \$42,500

Contract Performance Guarantee - State of Victoria - Environment Protection Authority

This guarantee has been in place since 30 April 2008 for \$728,000. The guarantee is in respect of remedial action for the Corangamite Regional Landfill at Naroghid

Other Guarantee - Environment Protection Authority (formally Department of Agriculture Energy and Minerals).

This guarantee has been in place since 20 March 1996 for \$6,000. Extractive Industry Licence #1280

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Note 35

Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 34.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 34, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 27.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Note 35 Financial instruments (cont'd)

(e) Fair value

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1% and -1% in market interest rates (AUD) from year-end rates of 2.50%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

	2017 No.	2016 No.
Note 36 Related party disclosures		
(i) Related Parties		
<i>Parent entity</i>		
Corangamite Shire Council is the parent entity.		
<i>Subsidiaries and Associates</i>		
Interests in subsidiaries and associates are detailed in note 17.		
(ii) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Mayor Jo Beard (Mayor) (1 July 2016 - 30 June 2017)		
Councillor Ruth Gstrein (1 July 2016 - 30 June 2017)		
Councillor Neil Trotter (1 July 2016 - 30 June 2017)		
Councillor Peter Harkin (1 July 2016 - 22 October 2016)		
Councillor Wayne Oakes (1 July 2016 - 22 October 2016)		
Councillor Chris O'Connor (1 July 2016 - 22 October 2016)		
Councillor Geoff Smith (July 2016 - 22 October 2016)		
Councillor Lesley Brown (7 November 2016 - 30 June 2017)		
Councillor Helen Durant (7 November 2016 - 30 June 2017)		
Councillor Simon Illingworth (7 November 2016 - 30 June 2017)		
Councillor Beverley McArthur (7 November 2016 - 30 June 2017)		
Total Number of Councillors	11	7
Chief Executive Officer and other Key Management Personnel	4	5
Total Key Management Personnel	15	12
(iii) Remuneration of Key Management Personnel	2017 \$,000	
Total remuneration of key management personnel was as follows:		
Short-term benefits	886	
Post-employment benefits	90	
Long-term benefits	20	
Termination benefits	-	
Total	996	
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
	2017 No.	2016 No.
\$1 - \$9,999	4	-
\$10,000 - \$19,999	4	-
\$20,000 - \$29,999	2	6
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	-	1
\$70,000 - \$79,999	1	-
\$150,000 - \$159,999	-	1
\$160,000 - \$169,999	1	-
\$170,000 - \$189,999	2	2
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	1
	15	12
(iv) Transactions with related parties	2017 \$,000	
During the period Council entered into the following transactions with related parties.		
Payments for the Corangamite Regional Library Corporation	426	
<i>Cr Durant has a daughter who is an employee of Council and is employed under Council's Enterprise Agreement.</i>		
(v) Outstanding balances with related parties		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties	Nil	Nil

Note 36	Related party disclosures (cont'd)	2017 \$,000	2016 \$,000
(vi)	Loans to/from related parties The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:	Nil	Nil
(vii)	Commitments to/from related parties The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:	Nil	Nil
Note 37	Senior Officer Remuneration		
	A Senior Officer is an officer of Council, other than Key Management Personnel, who:		
	a) has management responsibilities and reports directly to the Chief Executive; or		
	b) whose total annual remuneration exceeds \$142,000		
	The number of Senior Officers are shown below in their relevant income bands:		
		2017	2016
	Income Range:	No.	No.
	<\$142,000	1	1
		1	1
	Total Remuneration for the reporting year for Senior Officers included above, amounted to:	\$'000	\$'000
		121	121
Note 38	Events occurring after balance date No matters have occurred after balance date that require disclosure in the financial report.		

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Adam Taylor - CPA Australia
Principal Accounting Officer

Date : 26/09/2017

Derinallum

In our opinion the accompanying financial statements present fairly the financial transactions of Corangamite Shire Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Neil Trotter
Councillor

Date : 26/09/2017

Derinallum



Beverley McArthur
Councillor

Date : 26/09/2017

Derinallum



Andrew Mason
Chief Executive Officer

Date : 26/09/2017

Derinallum

Independent Auditor's Report

To the Councillors of Corangamite Shire Council

Opinion	<p>I have audited the financial report of Corangamite Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2017 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including a summary of significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
27 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria