



Notice is given that a Meeting of Council will be held on:

Date: Tuesday, 26 October 2021
Time: 3pm
Location: Loddon Shire Council Chambers (entry from Peters Street), behind Wedderburn office

AGENDA

Council Meeting

26 October 2021

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OPENING COMMENT

This meeting is being recorded and audio streamed via the Council website and Facebook.

1 OPENING AFFIRMATION

“We, the Councillors of the Loddon Shire, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance.”

2 ACKNOWLEDGEMENT OF COUNTRY

“The Loddon Shire Council acknowledges the Traditional Custodians of the land on which we are gathered and pays its respects to their Elders both past and present.”

3 APOLOGIES**4 DECLARATIONS OF CONFLICT OF INTEREST**

5 PREVIOUS MINUTES**5.1 CONFIRMATION OF MINUTES**

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Jude Holt, Acting Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council confirm:

1. The minutes of the Council Briefing of 28 September 2021.
2. The minutes of the Council Meeting of 28 September 2021.
3. The minutes of the Confidential Council Meeting of 28 September 2021.
4. The minutes of the Council Forum of 12 October 2021.
5. The minutes of the Special Council Meeting of 22 October 2021.

REPORT

Seeking approval of the unconfirmed minutes of the previous meetings.

6 ASSEMBLY OF COUNCILLORS**6.1 RECORD OF ASSEMBLY OF COUNCILLORS**

File Number: 02/01/001

Author: Christine Coombes, Executive and Commercial Services Officer

Authoriser: Jude Holt, Acting Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council note the Assembly of Councillors records for the following meetings:

1. Council Briefing 28 September 2021.
2. Council Forum 12 October 2021.

In accordance with Clause 51 of Council's Governance Rules, records of Councillor Briefings and Forums must be reported to the next Council Meeting and confirmed in the minutes.

The record is therefore presented for Council's noting.

RECORD OF ASSEMBLIES OF COUNCIL

Assembly details	Briefing
Date	28 September 2021
Councillor Attendees	Cr Beattie Cr Holt Cr Jungwirth Cr Murphy Cr Straub
Staff/Stakeholder representatives	Jude Holt, Acting Chief Executive Officer Wendy Gladman, Director Community Wellbeing Sharon Morrison, Director Corporate Services Steven Phillips, Director Operations Lynne Habner, Manager Executive and Commercial Services Glenn Harvey, Manager Development and Compliance Deanne Caserta, Manager Financial Services
Items discussed.	<ol style="list-style-type: none"> 1. Planning permit application 5509 – Nixon Street, Inglewood 2. Planning permit application 5674 – 499 Laanecoorie Newbridge Road, Newbridge 3. 2020/1 End of financial year variation analysis 4. General business: <ul style="list-style-type: none"> • Nil
Conflict of Interest Disclosures - Councillor/officer making disclosure	Nil
Councillor/officer left room	

Assembly details	Forum
Date	12 October 2021
Councillor Attendees	Cr Beattie Cr Holt Cr Jungwirth Cr Murphy Cr Straub
Staff/Stakeholder representatives	Jude Holt, Acting Chief Executive Officer Wendy Gladman, Director Community Wellbeing Sharon Morrison, Director Corporate Services Steven Phillips, Director Operations Lynne Habner, Manager Executive and Commercial Services Deanne Caserta, Manager Financial Services Sarah Perry, Manager Community Support David Southcombe, Manager Assets and Infrastructure Graeme Smith, Design Engineer Janine Jackson, Manager Organisation Development Inglewood Development and Tourism Committee representatives
Items discussed.	<ol style="list-style-type: none"> 1. Economic Development and Tourism monthly progress report 2. Local roads and community infrastructure program phase 3 3. Road management plan 4. Community Plan presentation – Inglewood Development and Tourism Committee 5. Councillor Allowances – Superannuation component 6. Feedback on the Financial Plan 2021-2031 7. Community Vision 2031 and Council Plan 2021-2025 8. Draft Municipal Public Health and Wellbeing Plan – feedback from public display 9. Advocacy for Newbridge Water and Sewerage proposal 10. Neighbourhood Safer Places (Places of last resort) 11. Rural Council Corporate Collaboration update 12. General business: <ul style="list-style-type: none"> • Nil 13. Scheduling of Special Meeting for the Election of Mayor
Conflict of Interest Disclosures - Councillor/officer making disclosure	Nil
Councillor/officer left room	

7 REVIEW OF ACTION SHEET

7.1 REVIEW OF ACTIONS

File Number: 02/01/002

Author: Christine Coombes, Executive and Commercial Services Officer

Authoriser: Jude Holt, Acting Chief Executive Officer

Attachments: 1. Action sheet

RECOMMENDATION

That Council receive and note the action sheet.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

REPORT

Refer attachment.

Action Sheets Report	Division: Council Committee: Officer:	Date From: Date To: Printed: Monday, 18 October 2021 4:56:36 PM
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Outstanding actions from previous meetings

Meeting	Officer/Director	Section	Subject
Council 23/02/2021	Morrison, Sharon Morrison, Sharon	Decision Reports	Version 2 of the Community Engagement Policy proposed for adoption
<p>RESOLUTION 2021/38</p> <p>Moved: Cr Wendy Murphy Seconded: Cr Dan Straub</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. adopt the Community Engagement Policy 2. approve the cost of the design and printing of a community version of the policy and 3. consider a business case for the resourcing of the implementation of the policy. <p style="text-align: right;">CARRIED</p> <p>09 Mar 2021 11:55am Morrison, Sharon Policy has been added to the internet. Community version is being finalised with the printer. Business case for community engagement officer is in draft.</p> <p>29 Mar 2021 5:37pm Morrison, Sharon Business case for community engagement officer to be finalised.</p> <p>15 Apr 2021 11:06am Morrison, Sharon Business case for community engagement officer to be finalised.</p> <p>12 May 2021 9:59am Morrison, Sharon Business case for community engagement officer to be finalised.</p> <p>08 Jun 2021 12:49pm Morrison, Sharon Business case for community engagement officer to be finalised.</p> <p>13 Jul 2021 12:03pm Morrison, Sharon Business case for community engagement officer to be finalised.</p> <p>09 Aug 2021 10:49am Coombes, Christine Business case for community engagement officer to be finalised.</p> <p>16 Sep 2021 3:12pm Morrison, Sharon Business case for community engagement officer to be finalised.</p> <p>12 Oct 2021 10:08am Morrison, Sharon Business case for community engagement officer to be finalised.</p>			

Meeting	Officer/Director	Section	Subject
Council 24/08/2021	Gladman, Wendy	Decision Reports	Proposed use of 30 Kelly Street Pyramid Hill by The Mixed Bag @ Pyramid Hill Community Enterprise

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: Monday, 18 October 2021 4:56:36 PM
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Gladman, Wendy

RESOLUTION 2021/176

Moved: Cr Dan Straub
 Seconded: Cr Linda Jungwirth

That Council:

1. make the building at 30 Kelly Street available for use by The Mixed Bag @ Pyramid Hill community enterprise subject to a satisfactory resolution of items 1-6 detailed in the Issues/Discussion section of this report
2. revisit the future of the building if The Mixed Bag @ Pyramid Hill community enterprise is not operational within 12 months, or at such time as advised that the building is no longer required for use by the community enterprise.

CARRIED

20 Sep 2021 4:26pm Gladman, Wendy
 Council officers are working through the items 1-6 identified in the report - none are finalised as yet.

13 Oct 2021 9:07am Gladman, Wendy
 The actions needed to progress use of the building by the Mixed Bag are continuing.

Actions completed since last meeting

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Jackson, Darcy Phillips, Steven	Decision Reports	PLANNING APPLICATION 5674 - 499 Laanecoorie Newbridge Road Newbridge

RESOLUTION 2021/197

Moved: Cr Linda Jungwirth
 Seconded: Cr Dan Straub

That Council determines to issue a notice of decision to issue planning application 5674 for the use and development of the land for a poultry breeder farm, use and development of the land for a dwelling and telecommunications facility in the Farming Zone, buildings and works under the Land Subject to Inundation Overlay and removal of native vegetation.

CARRIED

18 Oct 2021 4:43pm Jackson, Darcy
 Notice of decision issued on 28 September 2021

18 Oct 2021 4:47pm Jackson, Darcy - Completion

Division: Council	Date From:
Committee:	Date To:
Officer:	Printed: Monday, 18 October 2021 4:56:36 PM

[Action Sheets Report](#)

Action completed by Jackson, Darcy

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Stephenson, Carolyn Phillips, Steven	Decision Reports	Planning permit application 5509: Nixon Street, Inglewood
RESOLUTION 2021/198			
Moved: Cr Dan Straub			
Seconded: Cr Linda Jungwirth			
That Council resolve to issue a Notice of Decision to grant a planning permit for the subdivision of the land into nine lots and the removal of native vegetation in accordance with the endorsed plans at CA 9 & 10, SEC 4A, Nixon Street, Township of Inglewood.			
CARRIED			
05 Oct 2021 5:13pm Stephenson, Carolyn			
NOD posted 29.9.21			
05 Oct 2021 5:14pm Stephenson, Carolyn - Completion			
Action completed by Stephenson, Carolyn			

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Jackson, Janine Morrison, Sharon	Decision Reports	2021 CHRISTMAS NEW YEAR HOLIDAY PERIOD
RESOLUTION 2021/199			
Moved: Cr Gavan Holt			
Seconded: Cr Wendy Murphy			
That subject to the resumption of operations at Council's administrative centres in compliance with COVID-19 restrictions:			
<ol style="list-style-type: none"> Council approve the closure of the Wedderburn and Serpentine administrative centres from midday Friday 24 December 2021 with a proposed reopening at 8.15 am on Tuesday 4 January 2022. Council give notice of the amended office hours by publishing the details in the public notices section of the Bendigo Advertiser, in the Loddon Herald, on Council's website and on social media. 			

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: Monday, 18 October 2021 4:56:36 PM
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CARRIED

07 Oct 2021 5:26pm Jackson, Janine
 advert is being scheduled for print in newspapers, inclusion in social media etc in early December.

07 Oct 2021 5:26pm Jackson, Janine - Completion
 Action completed by Jackson, Janine

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Coombes, Christine Holt, Jude	Decision Reports	2022 Council Meeting Schedule
RESOLUTION 2021/200			
Moved: Cr Linda Jungwirth Seconded: Cr Wendy Murphy			
That Council:			
1. approve the schedule of Council Meetings for 2022 as contained within this report 2. provide public notice of the Council Meetings schedule.			
CARRIED			
04 Oct 2021 1:04pm Coombes, Christine			
The Council Meeting dates for 2022 have been added to Council's website and sent to newspapers for publishing on 21, 23 October, Community Newsletters next edition and scheduled for posting on Social Media.			
04 Oct 2021 1:06pm Coombes, Christine - Completion			
Action completed by Coombes, Christine			

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Caserta, Deanne Morrison, Sharon	Decision Reports	Financial Management Policy v5
RESOLUTION 2021/201			
Moved: Cr Gavan Holt Seconded: Cr Dan Straub			

Division: Council	Date From:
Committee:	Date To:
Officer:	Printed: Monday, 18 October 2021 4:56:36 PM

Action Sheets Report

That Council adopts the Financial Management Policy v5.

CARRIED

04 Oct 2021 1:33pm Caserta, Deanne

Document finalised and published to the website.

04 Oct 2021 1:34pm Caserta, Deanne - Completion

Action completed by Caserta, Deanne

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Caserta, Deanne Morrison, Sharon	Decision Reports	Revenue and Debt Collection Policy v4
RESOLUTION 2021/202			
Moved: Cr Wendy Murphy			
Seconded: Cr Dan Straub			
That Council adopts the Revenue and Debt Collection Policy v4.			
CARRIED			
04 Oct 2021 1:34pm Caserta, Deanne			
Document finalised and published to the website.			
04 Oct 2021 1:34pm Caserta, Deanne - Completion			
Action completed by Caserta, Deanne			

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Caserta, Deanne Morrison, Sharon	Decision Reports	Borrowing Policy v1
RESOLUTION 2021/203			
Moved: Cr Wendy Murphy			
Seconded: Cr Linda Jungwirth			
That Council adopts the Borrowing Policy v1.			

Division:	Council	Date From:
Committee:		Date To:
Officer:		Printed: Monday, 18 October 2021 4:56:36 PM
Action Sheets Report		

CARRIED

04 Oct 2021 1:34pm Caserta, Deanne
Document finalised and published to the website.

04 Oct 2021 1:34pm Caserta, Deanne - Completion
Action completed by Caserta, Deanne

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Caserta, Deanne Morrison, Sharon	Decision Reports	Rateable Properties with Environment Covenants v3
RESOLUTION 2021/204			
Moved: Cr Gavan Holt Seconded: Cr Dan Straub			
That Council adopts the Rateable Properties with Environment Covenants v3.			
CARRIED			
04 Oct 2021 1:34pm Caserta, Deanne Document finalised and published to the website.			
04 Oct 2021 1:35pm Caserta, Deanne - Completion Action completed by Caserta, Deanne			

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Morrison, Sharon Morrison, Sharon	Decision Reports	August 2021 Audit and Risk Committee Meeting Overview
RESOLUTION 2021/205			
Moved: Cr Gavan Holt Seconded: Cr Dan Straub			
That Council:			
1. receives and notes this report on the 19 August 2021 Audit and Risk Committee Meeting			
2. receive and notes the unconfirmed minutes of the Audit and Risk Committee Meeting held on 19 August 2021			

Division: Council	Date From:
Committee:	Date To:
Officer:	Printed: Monday, 18 October 2021 4:56:36 PM

[Action Sheets Report](#)

<p>3. receives and notes the "Review of Asset Management and Maintenance"</p> <p>4. receives and notes the "Review of Management of Recreation Reserves"</p>	CARRIED
<p>12 Oct 2021 10:07am Morrison, Sharon - Completion Action completed by Morrison, Sharon</p>	

Meeting	Officer/Director	Section	Subject
Council 28/09/2021	Caserta, Deanne Morrison, Sharon	Information Reports	2020/21 End of financial year variation analysis
<p>RESOLUTION 2021/206</p> <p>Moved: Cr Linda Jungwirth Seconded: Cr Gavan Holt</p> <p>That Council receives and notes the '2020/21 End of Financial Year Variation Analysis' Report.</p>			
CARRIED			
<p>04 Oct 2021 1:34pm Caserta, Deanne For information</p> <p>04 Oct 2021 1:35pm Caserta, Deanne - Completion Action completed by Caserta, Deanne</p>			

8 MAYORAL REPORT**8.1 MAYORAL REPORT****File Number:** 02/01/001**Author:** Lynne Habner, Manager Executive and Commercial Services**Authoriser:** Jude Holt, Acting Chief Executive Officer**Attachments:** Nil**RECOMMENDATION**

That Council receive and note the Mayoral Report

REPORT

The Mayor will present a report at the meeting.

Cr Beattie**Rail Freight Alliance****Loddon Campaspe Councils****Murray River Group of Councils****Special Committees Of Council (Section 65 Community Asset Committees):**

Boort Aerodrome Community Asset Committee

Boort Memorial Hall Community Asset Committee

Boort Park Community Asset Committee

Korong Vale Mechanics Hall Community Asset Committee

Korong Vale Sports Centre Community Asset Committee

Little Lake Boort Community Asset Committee

Yando Public Hall Community Asset Committee

DATE**Activity**

9 COUNCILLORS' REPORT**9.1 COUNCILLORS' REPORTS**

File Number: 02/01/001
Author: Lynne Habner, Manager Executive and Commercial Services
Authoriser: Jude Holt, Acting Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council receive and note the Councillors' reports

REPORT

Each Councillor will present a report at the meeting.

Cr Holt

Municipal Association of Victoria	
Audit and Risk Committee	
Special Committees Of Council (Section 65 Community Asset Committees): Donaldson Park Community Asset Committee Wedderburn Community Centre Community Asset Committee Wedderburn Engine Park and Market Square Reserve Community Asset Committee Wedderburn Mechanics and Literary Institute Hall Community Asset Committee Hard Hill Tourist Reserve Community Asset Committee	
Other Council activities	
DATE	Activity

Cr Jungwirth

Loddon Mallee Local Government Waste Forum	
Central Victorian Greenhouse Alliance	
Municipal Emergency Management Plan Committee	
Other Council activities	
DATE	Activity

Cr Murphy

Calder Highway Improvement Committee	
Local Government Women's Charter	
Australia Day Committee	
Healthy Minds Network	
Special Committees Of Council (Section 65 Community Asset Committees):	
Campbells Forest Hall Community Asset Committee	
Inglewood Community Sports Centre Community Asset Committee	
Inglewood Community Elderly Persons Units Community Asset Committee	
Inglewood Town Hall Hub Community Asset Committee	
Jones Eucalyptus Distillery Site Community Asset Committee	
Other Council activities	

DATE	Activity

Cr Straub

North Central Goldfields Regional Library	
North Central Local Learning and Employment Network	
Special Committees Of Council (Section 65 Community Asset Committees):	
East Loddon Community Centre Community Asset Committee	
Pyramid Hill Memorial Hall Community Asset Committee	
Pyramid Hill Swimming Pool Kiosk Community Asset Committee	
Other Council activities	
DATE	Activity

10 DECISION REPORTS**10.1 NEIGHBOURHOOD SAFER PLACES (PLACES OF LAST RESORT)**

File Number: 11/01/009
Author: Janine Jackson, Manager Organisation Development
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Neighbourhood Safer Places Plan

RECOMMENDATION

That Council adopt the Loddon Shire Council Neighbourhood Safer Places Plan - September 2021, which includes and confirms designated Neighbourhood Safer Places within the municipality in the townships of Boort, Bridgewater, Inglewood, Pyramid Hill, Serpentine and Wedderburn.

CONFLICT OF INTEREST

There are no conflicts of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

At its Ordinary Meeting on 23 August 2010, Council adopted the initial Neighbourhood Safer Places (NSP) Plan which contains the Council NSP Assessment Criteria.

At its Ordinary Meeting on 11 September 2011, Council endorsed the NSP assessment process and resolved to continue identification and assessment of potential sites for NSPs, and once identified report these back to Council for consideration.

At its Ordinary Meeting on 27 August 2012, Council adopted the Loddon Shire Council Neighbourhood Safer Places Plan August 2012, which included designated NSPs at Boort, Bridgewater, Inglewood, Pyramid Hill, Serpentine and Wedderburn.

At Ordinary Meetings held in September in the years 2013 to 2019, Council has adopted the Loddon Shire Council Neighbourhood Safer Places Plan, which includes and confirms designated NSPs at Boort, Bridgewater, Inglewood, Pyramid Hill, Serpentine and Wedderburn.

BACKGROUND

NSPs and the NSP Plan are direct consequences of the Black Saturday fires and the interim recommendations from the Bushfires Royal Commission. NSPs are legislated under the Emergency Services Legislation Amendment Act 2018 (ESLA Act) which amends the Emergency Management Act 2013, and the Country Fire Authority Act 1958 (CFA Act). Councils in Victoria, under the ESLA Act are required to identify, certify, designate, establish and maintain NSPs within their municipal district.

The flow chart in section one of the NSP Plan sets out the process followed when establishing a NSP. In short this process includes:

- identification of potential sites by Council
- assessment by Council against Council's criteria
- assessment by CFA against CFA criteria
- designation by Council of the approved sites
- establishment and signage of site by Council
- annual review of existing and potential new sites by Council and CFA.

Under Section 50J of the CFA Act, Council must, by 31 August each year, conduct a review of each designated NSP in its municipal district to determine if it is still suitable to be designated as a NSP, and ask the Country Fire Authority (CFA) to assess each NSP in its municipal district in accordance with the Country Fire Authority assessment guidelines.

Once the Council and CFA assessments have been completed and the established NSPs have been determined by each organisation as being compliant, the Municipal Fire Prevention Officer (MFPO), under section 50K of the CFA Act, must provide an updated list of all designated neighbourhood safer places and community fire refuges in the municipal district to the CFA, by 30 September in each year.

ISSUES/DISCUSSION

In compliance with Section 50J of the CFA Act, in June 2021, the CFA was requested to conduct the annual inspection of the current designated NSPs in Boort, Pyramid Hill, Bridgewater, Inglewood, Wedderburn and Serpentine. In August 2021, the CFA identified all current NSPs as compliant under the CFA Act. In September 2021 Council's OHS, Risk Management and Fire Prevention Officer conducted Council's reassessment and has confirmed that the six current designated NSP sites are compliant with Council guidelines.

No new or additional NSP sites have been nominated by Council staff, the local community, or the Municipal Emergency Management Planning Committee. An updated list of all designated Loddon Shire NSPs was provided to the CFA by 30 September 2021.

COST/BENEFITS

Administration of the NSP process requires the allocation of Council and CFA resources to undertake the necessary site assessment, and prepare the associated reports and supporting documentation. The cost of maintaining the NSPs contained within recreation reserves and at a local hall is borne by the associated committees of management for these facilities.

The remaining NSP is located in an area which Council maintains through routine operations. Provision and maintenance of designated NSPs within the municipality contributes to the overall safety and wellbeing of the local community in the event of a bushfire and forms part of the response provisions within the Municipal Fire Management Plan.

RISK ANALYSIS

Failure to adequately and regularly assess the designated NSP sites for compliance against specified criteria has the potential to place members of the community utilising these sites at risk should site conditions change over time. Failure to meet the inspection and reporting timelines may result in Loddon Shire failing to meet its legislated obligations under the CFA Act and ESLA Act.

CONSULTATION AND ENGAGEMENT

Determination of the suitability to retain the designated NSP sites has been made in consultation with the CFA.

LODDON SHIRE COUNCIL

NEIGHBOURHOOD SAFER PLACES PLAN – SEPTEMBER 2021 PLACES OF LAST RESORT DURING A BUSHFIRE



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Emergency Management Coordinator
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	9
REVIEW DATE:	31/08/2021
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Municipal Fire Management Plan 2012-2017 Municipal Emergency Management Plan
RELATED LEGISLATION:	Country Fire Authority Act 1958 (Vic) Emergency Services Legislation Amendment Act 2009 (Vic)
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document1

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.

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1 INTRODUCTION AND BACKGROUND

In its Interim Report, the 2009 Victorian Bushfires Royal Commission recommended that neighbourhood safer places, or 'NSPs', be identified and established to provide persons in bushfire affected areas with a place of last resort during a bushfire.¹

In response to this recommendation, the Victorian Government has introduced the Emergency Services Legislation Amendment Act 2009 (Vic) ('ESLA Act') which amends the Country Fire Authority Act 1958 (Vic) ('CFA Act') and the Emergency Management Act 1986 (Vic) ('EM Act'). The effect of these amendments will be to require the Country Fire Authority ('CFA') to certify NSPs against the CFA's Fire Rating Criteria, and Victoria's Councils to identify, designate, establish and maintain suitable places as NSPs in their municipal districts.

NSPs are not community fire refuges or emergency relief centres. NSPs are places of last resort during the passage of a bushfire, and are intended to be used by persons whose primary bushfire plans have failed. NSPs are places of relative safety only. They do not guarantee the survival of those who assemble there. Furthermore, there may be serious risks to safety encountered in traveling, and seeking access, to NSPs during bushfire events. Depending on the direction of a particular fire, it may not be a safer place to assemble than other places within the municipal district.

NSPs will be assessed by the CFA as providing some protection from immediate risk of direct fire attack, but not necessarily from other risks, such as flying embers. Where a potential NSP which is used for an operational purpose at many times meets the CFA's criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.

This Plan is a neighbourhood safer places plan for the purposes of the legislation, and contains guidelines which have been developed by the Municipal Association of Victoria ('MAV') to assist the Council in identifying, designating, establishing, maintaining and decommissioning places as NSPs within its municipal district.

This Plan also identifies other matters that should be taken into account in identifying, designating, establishing and maintaining NSPs within the municipality.

This Plan contains a step-by-step methodology for the Council to follow in identifying, designating, establishing, maintaining and decommissioning NSPs. The Council must consider each of the factors set out in this Plan. It should also consider other factors which are specific to the Council's circumstances, including the resources available to the Council. Once this Plan has been adopted, Council must make it, and any documents incorporated into it, available at the Council's municipal offices for public inspection during normal office hours free of charge under section 50F(4)(b) of the CFA Act. It must also be published on Council's website under section 50F(4)(a) of the CFA Act.

¹ Recommendation 8.5, 2009 Victorian Bushfires Royal Commission Interim Report

1.1 Structure of this plan

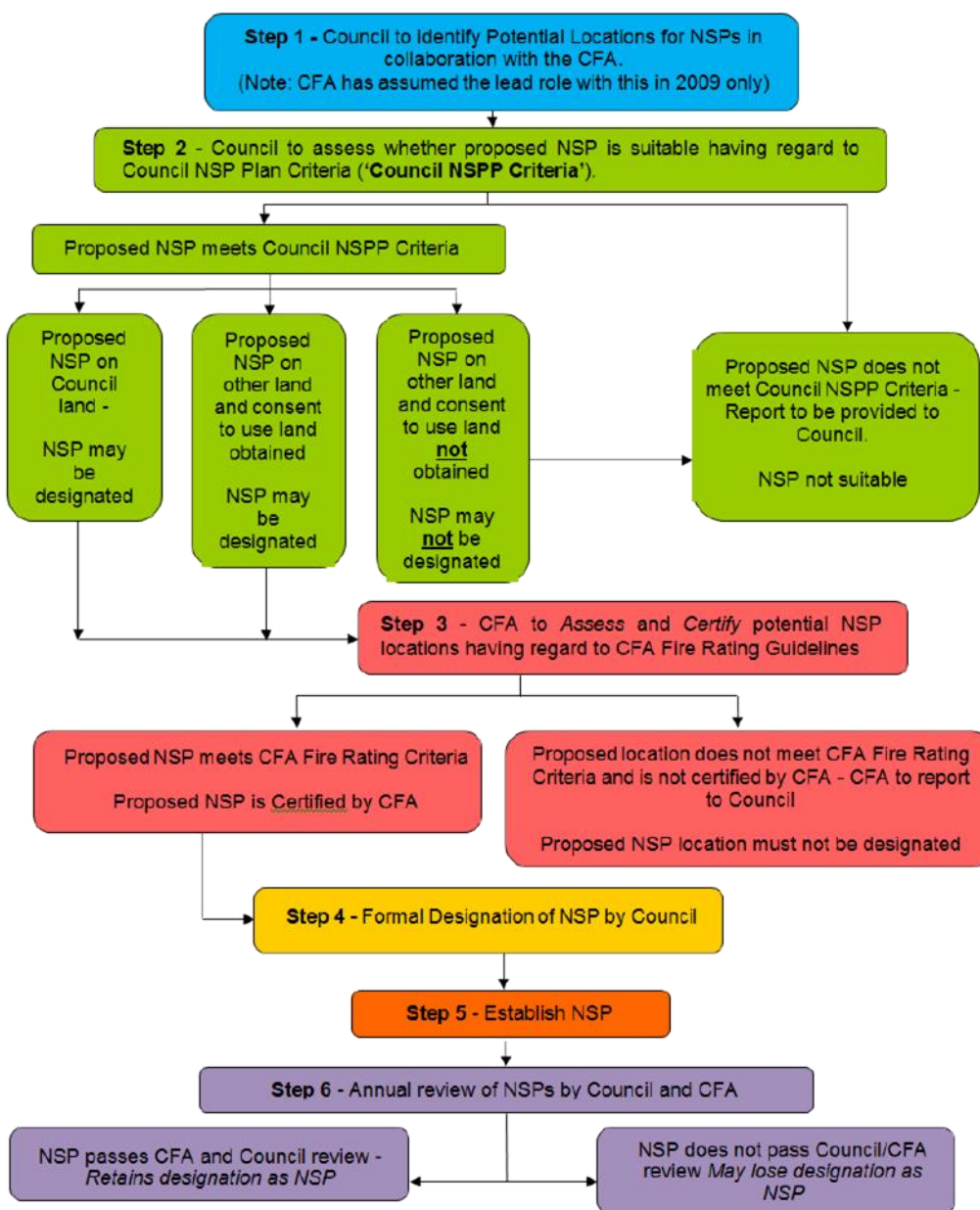
This Plan has been divided up into five distinct sections.

- Section 1:** contains a flow chart which summarises the process for councils to adopt in identifying, designating, establishing and maintaining NSPs within their municipal district.
- Section 2:** contains a more detailed summary of the steps summarised in the flow chart found in Section 1.
- Section 3:** contains a summary of the factors for Council to consider in assessing potential NSP locations, prior to designation.
- Section 4:** contains details of content of signage that Council is required to erect at designated NSP Locations.
- Section 5:** Register of Designated NSP locations including completed Council site assessments.

2 SECTION 1

FLOW CHART SHOWING PROCESS FOR IDENTIFYING, DESIGNATING, ESTABLISHING AND MAINTAINING NSPs

2.1 Overview of the process for establishing and maintaining NSPs after adoption of this plan by Council



3 SECTION 2

DETAILED SUMMARY OF STEPS FOR ESTABLISHING NSPs

3.1 Overview of the steps associated with NSPs

3.1.1 Identification of potential NSP locations

- For the 2009-2010 fire season, the Country Fire Authority ('CFA'), assumed lead responsibility for identifying potential locations for NSPs. This was done in consultation with Councils. The initial focus was upon the identification of proposed NSPs within those municipalities with CFA Township Protection Plan ('TPP') areas in place. However, identification efforts have now expanded beyond these localities.
- From 2010-onwards, Council will be responsible for identifying potential places as NSPs within its municipal district.
- The Loddon Shire Council will undertake identification, management and the decommissioning of NSPs processes through the Municipal Fire Management Planning Committee (MFMP), a subcommittee of the Municipal Emergency Management Planning Committee, (MEMPC).

3.1.2 Identification timing

The Loddon Shire Council should identify and access potential additional places as NSPs by 31 May in each year. This should allow sufficient time for designation of the potential NSP location by the Council, (**Council Designation**) and assessment and certification of the potential NSPs by the CFA, (**CFA Certification**).

Subject to the outcome of the assessment and designation process, establishing the NSPs, including the erection of signage and other steps by Council, (**Establishment**).

The process of NSP identification is ongoing with the MEMPC assessing at the end of each fire season the need for any additional NSPs within the municipality.

3.1.3 Criteria used in identifying NSP locations

As part of the initial identification of NSPs the following criteria should be used in accessing its suitability:

- the environment surrounding the potential NSP
- what other uses are made of the potential NSP and whether or not those uses could be inconsistent with its designation as a NSP
- whether the land on which the potential NSP is located is Council owned or non-Council owned land
- an assessment of the fire risk of the neighbourhood should be undertaken to assess the need for a NSP (Risk Matrix Assessment)

For those Councils who's municipal district falls within both a CFA region and the Metropolitan Fire District (MFD) or borders the MFD but is within the CFA region:

- the risks involved in people staying in the area being considered for an NSP, versus leaving the area and travelling to a nearby urban area
- the adequacy of egress routes out of the area being considered for an NSP (including number of egress routes, whether major or minor roadway, type and amount of vegetation along key egress routes; the capacity of egress routes to

accommodate potentially large numbers of vehicles and to accommodate potential vehicle breakdowns)

3.2 Council assessment of NSPs

Council must assess the place in accordance with the factors outlined below to determine whether it is suitable to be designated as a NSP. Unless a potential NSP satisfies each of the criteria outlined below, it should not be designated by Council as a NSP.

The MFPO and MERO will be responsible for the inspection process utilising existing expertise within the MEMPC and MFMPCC committees to assist with the audit and assessment of potential NSPs.

The factors to determine the suitability of the place as a NSP are as follows (Council NSP Criteria)

3.2.1 Consent and rights of access

There must be appropriate land access and tenure arrangements so that Council has the right to:

- use the place as a NSP
- access the site and surrounding areas for maintenance
- erect appropriate signage at the NSP, including the OESC signage and additional NSP information signage.

3.2.2 Council land

If the potential NSP is on land owned or controlled by Council, appropriate rights of land access and tenure are unlikely to be an issue. However, Council will need to ensure that where Council land is leased or licensed to a third party; it must be possible to put in place appropriate arrangements on reasonably satisfactory and acceptable terms with the tenant or licensee permitting Council to use the land as a potential NSP. In taking these matters into account, Council should consider what alternative uses may be made, whether temporarily or semi-permanently, of land under Council control or management.

3.2.3 Crown land

If the potential NSP is on Crown land not owned or controlled by Council, then the consent of the Crown land manager is likely to be required. If the land has been leased or licensed to a third party, such as a caravan park operator, then the consent of the tenant or licensee to use the place as a potential NSP will also be required. In obtaining the consent of the relevant Crown land manager, it will be necessary to consider whether or not the Crown Grant or reservation authorises the place to be used as a potential NSP.

3.2.4 Private land

Where, it is proposed that a place on privately-owned land is to be used as a NSP, then, the consent of the relevant landowner (and, where applicable, occupier) for the place to be designated and used as an NSP is required. If the landowner (or occupier) does not consent to the place being designated and used as a NSP on terms which are reasonably satisfactory and acceptable to the Council, it must not be so designated and used.

3.2.5 Deed of Consent

Where a potential NSP is located on non-Council land, with the result that consent and rights of access need to be negotiated with the owner and (where necessary) occupier, Council officers responsible for negotiating such consent and rights of access should provide a draft form of consent to the owner/occupier for their consideration. The form of consent will be

required to be approved either by Council (through a formal resolution), or by the CEO acting under delegation.

Any amendments to the form of consent which may be requested by the landowner or occupier would need to be thoroughly considered before they are agreed to by Council. If it is not possible or appropriate for Council to agree on amendments that may be requested to the consent document, then the proposed NSP should not be designated by Council.

3.2.6 Access and Egress

Council must assess whether there is sufficient access to the potential NSP which will allow:

- anticipated potential numbers of people to move to and from the place
- the CFA and other emergency services to attend the place for asset and personnel protection activities and operations.

Council must assess potential access and egress routes, bearing in mind the fact that NSPs are **places of last resort**.

As people may be seeking access to a NSP in a rushed or panicked state, a number of people could be seeking access in a relatively short time and visibility could be affected by smoke, easily navigable routes to and from a NSP are crucial.

As people may be seeking access to a NSP in a rushed or panicked state, a number of people could be seeking access in a relatively short time and visibility could be affected by smoke, easily navigable routes to and from a NSP are crucial.

In considering whether access and egress routes are adequate, consideration should be given to issues such as:

- the condition of the road surface
- the proximity of the NSP to major roadways and population centres
- the type and amount of vegetation along any access routes, and whether that vegetation could be affected by fire and pose a risk of harm to those seeking access to the potential NSP, or otherwise block access to the NSP
- the capacity of access routes to accommodate potentially large numbers of vehicles, and to accommodate potential vehicle break-downs
- parking at the place
- any hazards that may exist for persons accessing the place by foot, including in the buffer zone
- any relevant matter contained in Council's Road Management Plan prepared pursuant to the Road Management Act 2004 (Vic); and
- the number of access points to any potential NSP.

If appropriate and satisfactory access and egress routes are not available, then the proposed NSP should not be designated by Council.

3.3 **Opening of a NSP**

3.3.1 Council must consider

- whether it will be possible or practicable to open the potential NSP or otherwise make it available for use on a 24 hour basis during the declared fire danger period

- the potential for damage to the place during times that it is open and available for use, but is not being used as a NSP
- the potential cost to Council associated with the above points
- the possibility that the potential NSP could be used for unintended purposes, such as a refuge and,
- is it appropriate to open or make available NSPs only on Code Red days.

3.3.2 Defendable space

The CFA have advised that there is no guarantee that fire units will attend a NSP, and that individuals that use NSPs are doing so at their own risk. There should be **No expectations** that fire units or other emergency services personnel will attend a NSP during a bushfire.

Despite this, the potential NSP should be surrounded by sufficient open space to enable the CFA and other fire services to conduct asset protection and fire suppression activities around the place.

Any open space should be reasonably free of obstacles that could hinder fire suppression activities. These obstacles may include but are not limited to:

- fences
- buildings and sheds
- steep inclines in close proximity to the potential NSP
- vegetation especially large trees
- other land forms such as rocks, boulders and knolls which could substantially hinder fire suppression activities.

If necessary, advice from CFA should be sought with regard to their defendable space and fire vehicle access requirements.

When assessing the defendable space factor, Council must consider whether or not approval to clear or disturb flora and/or fauna is required, under legislation such as the *Environment Protection and Biodiversity Conservation Act 1999 (Cwlth)*, *Flora and Fauna Guarantee Act 1988 (Vic)* or the *Planning and Environment Act 1987 (Vic)*. If such approval is required, then it must be obtained before the potential NSP location is designated.

If the proposed NSP does not have adequate space around it or if approval to clear or disturb flora and/or fauna is required but cannot be obtained before the NSP is required to be established, or cannot be obtained on reasonably satisfactory conditions, it should not be designated as a NSP by Council.

3.3.3 Dependability of buildings

If the potential NSP is a building, Council must consider whether or not it is likely to be subject to risk from ember attack.

As the CFA is not required to assess the risk of ember attack to a building in undertaking the CFA fire rating assessment when certifying NSPs, the Council should consider this issue. In considering this issue, Council may need to seek expert advice from appropriately qualified CFA personnel.

If there is an appreciable risk of the proposed NSP being compromised by ember attack, which cannot be satisfactorily defended, then the building is unlikely to be suitable as an NSP and should not be designated by Council.

3.3.4 Signage

Council must assess whether it will be possible to have signage at the entry to, and in the vicinity of, the potential NSP. Such signage must generally be in accordance with the Signage Template, which is at **Section 4** of this Plan.

Council must refer to the Signage Template when considering whether or not appropriate signage can be erected.

If signage must be placed on private land, then the consent of the landowner will be required

3.3.5 Maintenance and maintainability

- Council must assess whether ongoing maintenance of the proposed NSP, and the surrounding area, is both possible and practical, having regard to the resources reasonably available to the Council. This factor should be considered by the Council not only in relation to the suitability of a proposed NSP, but also as to the total number of proposed NSPs that can be reasonably maintained within the municipal district. This is needed to ensure that the place remains suitable for use as an NSP during each fire season.
- Specifically, the place must be capable of being maintained so as to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria. It is Council policy that if it is not possible to maintain a potential NSP, then it must not be designated as such.
- When assessing the maintainability of the potential NSP, both the NSP and the Buffer Zone may require various maintenance activities to be undertaken on a periodic basis.
- There may be cases where maintenance activities can only be undertaken by, or with the consent of, an adjoining landowner. This may, in turn, require assurances from such landowners that the place, and areas surrounding it, will be maintained to a satisfactory level.
- If the proposed NSP is not capable of being satisfactorily maintained, then it should not be designated by Council.

3.3.6 Separation and demarcation of area

If the NSP is to be located in an open area, it must be possible to identify the area that is the NSP. This may best be achieved by signage and or some sort of boundary or perimeter marking. In the example of an oval this may be the boundary fence.

Although not always possible, areas that enable separation or enable enough room to move away from other forms of potential hazard such as vehicles, buildings and animals are preferred.

3.3.7 Alternative uses of potential NSP

Council must consider what other uses may be made of the potential NSP which could impact upon its ability to properly function as a NSP.

If the place is used for other uses which could compromise its ability to be used as a NSP, and these activities cannot be managed so that they do not impact on the operation of the NSP then a NSP should not be designated by Council.

3.3.8 Communication with the community

Council must be able to communicate the location of the potential NSP to the community. There should be good community awareness of the location of the place, together with the risks that relate to the use of the potential NSP, and the risks associated with travelling to the potential NSP in the event of a bushfire.

3.3.9 Public liability insurance

As a matter of prudent risk management, Council should have regard to:

- any additional factors which are relevant to Council's maintenance of insurance coverage for legal claims relating to the identification, designation, establishment, maintenance and decommissioning of a place as a NSP, as well as travel to a NSP
- any indemnity provided by the State of Victoria, and
- any statutory defenses to claims.

3.4 **CFA Assessment and certification of potential Neighbourhood Safer Places of Last Resort locations – December 2010**

3.4.1 CFA Assessment criteria

Under section 50G(5) of the CFA Act, the CFA is responsible for assessing potential NSP locations against the CFA Fire Rating Guidelines. This will be done by appropriate qualified and experienced CFA personnel.

Council is not responsible for the assessment and certification of potential NSPs by the CFA but must request CFA undertake their assessment prior to requesting that Council Designate/Not Designate and establish/not establish a NSP.

If a potential NSP is NOT COMPLIANT under the Council or CFA assessment criteria that NSP MUST NOT be put forward for designation as a NSP by Council.

3.4.2 Introduction

Neighbourhood Safer Place means a place that may, as a last resort, provide shelter for people from the immediate life threatening effects of a bushfire.

They are an area or premises that may provide some sanctuary from direct flame contact and radiant heat. It is envisioned it would be an existing space or structure, such as an oval or a building that may protect a person against fire.

This assessment guideline articulates the process by which qualified/experienced CFA Officers assess the suitability of Neighbourhood Safer Places and is not intended for use by the general public.

3.4.3 Background

Reducing the impact of bushfires is a shared responsibility between government, emergency service organisations and the community. The community has an integral role to take the necessary steps to prepare their property and to implement their bushfire survival plan.

This document sets out criteria for CFA's assessment of Neighbourhood Safer Places. The criteria provide a framework to assist Municipal Councils to identify Neighbourhood Safer Places to provide a place of last resort for people to gather during the passage of a bushfire front. The primary purpose of a Neighbourhood Safer Place is the protection of human life from a bushfire.

The 2009 Victorian Bushfires Royal Commission (VBRC) Final Report stated that the people who left their homes sheltered in a variety of locations for example, other houses or buildings; bunkers, reserves and ovals; pubs; in-ground swimming pools, cars and dams. Some people reported that these were pre-planned alternatives and in some cases, helped people survive. However, the VBRC also heard examples of people dying in very similar locations, which serve to highlight that, these locations do not guarantee safety (VBRC Final Report Vol 2: pg 19).

The VBRC also stated that "many people did not have a well-thought-out plan and were left to make their own decisions without the benefit of assistance from the authorities [and] for these people, the lack of alternatives, the provision of shelters, refuges or evacuation, became critical as a fall back option (VBRC Final Report Summary: pg 5). They also "considered that a revised bushfire safety policy should provide information about places in which to shelter and support for individuals in identifying such places" (VBRC Final Report Vol 2: pg 21). Neighbourhood Safer Places continue to be a part of the shelter options for community members.

3.4.4 Concept

A Neighbourhood Safer Place is a space that:

- is a place of last resort for individuals to access and shelter in during the passage of fire through their neighbourhood - without the need to take a high risk journey beyond their neighbourhood;
- provides a level of protection from the immediate life threatening effects of a bushfire (direct flame contact and radiant heat); and
- is intended to provide relative safety;
- does not guarantee the survival of those who assemble there; and
- should only be accessed when personal bushfire survival plans cannot be implemented or have failed.

Neighbourhood Safer Places should be recorded in Township Protection Plans. However, not all townships will have Neighbourhood Safer Places identified in these Plans as they may not meet specific criteria identified in this document and within a council's Municipal Neighbourhood Safer Places Plan. Some towns may not have the fire risk profile to indicate a need for a Neighbourhood Safer Place.

Neighbourhood Safer Places are not to be confused with Fire Refuges², Relief Centres, Recovery Centres, Assembly Areas, or Informal Places of Shelter, each of which have a different and specific purpose.

² Fire refuges have been described in the OESC Fire Refuges in Victoria – Policy and Practice (2005). However, these guidelines are currently undergoing a review with the OESC and because the issues associated with fire refuges are being considered separately, they will not be considered further in this document.

3.4.5 Limitations

Neighbourhood Safer Places have a number of limitations, being:

- limited capacity
- no guarantee of safety
- they do not cater for animals
- emergency services will not necessarily be present
- they do not provide meals or amenities
- they may not cater for particular special needs (e.g. infants, elderly, ill or disabled)
- they may not provide shelter from the elements, particularly flying embers
- there are risks to people during access, shelter during passage of the fire front and egress from Neighbourhood Safer Places

3.4.6 CFA Neighbourhood safer places assessment criteria

Neighbourhood Safer Places should provide protection to people from lethal levels of radiant heat through an appropriate separation distance between fire hazards, particularly vegetation, and the site of the Neighbourhood Safer Place. Isolated flammable elements may occur within the separation space so long as such elements do not add to a fire's rate of spread nor significantly contribute to the radiant heat impacting on the Neighbourhood Safer Place.

Fire industry collaboration established criteria to determine the suitability of any site as a Neighbourhood Safer Place. The critical criteria decided upon was radiant heat load with maximum allowable radiant heat loads agreed upon for sites that are open spaces and those that are buildings. It was further agreed that each Neighbourhood Safer Place needs to be assessed on its merits, with radiant heat load calculated using the NSW Rural Fire Service Site Bush Fire Attack Assessment Methodology (Douglas and Tan, 2005) as the assessment tool in these guidelines.

3.4.7 Radiant heat and setback measurements

To provide initial direction to CFA staff and others in assessing the suitability of potential Neighbourhood Safer Places, the following guidance is provided:

Neighbourhood Safer Places must meet the following criteria for radiant heat load:

1. If a Neighbourhood Safer Place is an open space the maximum potential radiant heat impacting on the site must be no more than 2kw/m².
2. If a Neighbourhood Safer Place is a building, the maximum potential radiant heat impacting on the building must be no more than 10kw/m².

By way of example, Neighbourhood Safer Places adjoining extreme fuel hazards, this equates to a separation distance from the fire hazard of:

- greater than **310** metres from the outer edge of the NSP for an open space; and
- greater than **140** metres from the outer edge of a building to the fire hazard.

It is acknowledged that for NSPs abutting less than extreme fuel hazards this separation distance may be reduced so long as the criteria for maximum radiant heat impact are met.

3.4.8 Additional management for Neighbourhood Safer Places in Grassland Areas

Grasslands have a distinct place in the Neighbourhood Safer Places framework, due to:

- the potential for rapid growth in conditions of adequate warmth and moisture; and
- the requirement under section 50J of the CFA Act for councils to review their NSPs by 31 August each year.

Councils may identify a suitable Neighbourhood Safer Place site in a grassland area that can only meet the assessment criteria with active management of the site over the fire danger period, with treatments including slashing, mowing or grazing.

In these circumstances CFA may certify the site as meeting the assessment criteria provided that appropriate, specified and prescribed treatments are in place throughout the fire danger period. This must include prescriptions for management of the grassland secured by agreed terms entered into by the landholder. The landholder may be the council, a public authority, an agency or a private person.

The identified treatment of the grassland must be included within the MFPP or MFMP (whichever is relevant). Council has the role of facilitation and, if required, enforcement of the treatment(s) during the fire danger period. Fire Prevention Notices would not ordinarily be an appropriate method for achievement of management prescriptions in NSPs. Their use would only be an option of last resort that councils may use where a private landholder has reneged on their agreed conditions **and** the grassland condition constitutes or may constitute a danger to life or property from the threat of fire.

3.4.9 Notification to CFA of potential NSPs

Following identification of a place which may be suitable as a NSP, the potential NSP is assessed by the CFA as soon as practicable. This is likely to occur shortly after identification.

3.4.10 Informing council of CFA assessment

Once the assessment of a potential NSP is completed by the CFA, the CFA will certify the potential NSP if the place meets the CFA Fire Rating Criteria. The CFA will provide a copy of the CFA certification in relation to a potential NSP to Council upon completion of certification, and a summary of the criteria and assumptions upon which the assessment is based.

Council should ensure that the boundaries of both the potential NSP as certified by the CFA, and any Buffer Zone surrounding it, are clearly defined in the CFA assessment.

For reasons of community safety, it is a requirement of the CFA Act, and it is also Council policy, that only those places assessed and certified by the CFA may be considered for designation as NSPs by the Council. The Council must not designate a place as an NSP unless it has CFA certification.

3.5 Council designation of NSP

Council must formally determine whether or not to designate a place as a NSP. Council should not designate a place as an NSP unless it is satisfied that the place is suitable, having regard to the Council NSPP Criteria.

A NSP may only be designated by a resolution of the Council.

Following preparation of an assessment of a potential NSP by the MEMPC, Council should determine whether or not to designate a potential NSP location by no later than 31 July. This will enable any necessary establishment works to be undertaken.

Once the Council has designated a place as an NSP, the MFPO must provide an updated list of all designated NSPs within the municipality to the CFA under section 50K of the CFA Act. This updated list must be provided by no later than 30 September in each year.

3.5.1 Establishment and maintenance of NSPs following designation

Following designation, Council will establish all designated NSPs within the municipal district.

3.5.2 Establishing a NSP after its designation

To establish a NSP after its designation, Council must

- erect appropriate signage at and near the NSP
- undertake any necessary preparatory works, including the construction or establishment of any required infrastructure and the clearance of vegetation, so as to enable the area to be used as a NSP
- publish the location of the NSP on the Council website
- update Council's Municipal Emergency Management Plan and Municipal Fire Prevention/Management Plan to include the location of the NSP.

The MFPO must provide an up-to-date list of NSPs to the CFA no later than 30 September each year under section 50K of the CFA Act.

Council is responsible for maintaining all designated NSPs within its municipal district. This includes vegetation management, maintenance of access and egress points and signage required for the functioning of the site as a NSP.

3.6 Annual inspections and decommissioning of NSPs

3.6.1 Responsible for the annual review of NSPs

Council must undertake an annual review of all designated NSPs within the municipality. Council must also request the CFA to undertake an assessment against the CFA Fire Rating Criteria of each NSP within the municipality on an annual basis.

These reviews are intended to ensure that each NSP remains suitable for use as a NSP during the up-coming fire season.

3.6.2 Considerations when undertaking inspections

NSPs should be assessed annually against the Council NSPP Criteria. The CFA will assess NSPs against the CFA Fire Rating Criteria.

If a NSP no longer meets:

- the CFA Fire Rating Criteria
 - then it must be decommissioned; or
- Council's NSPP Criteria
 - Council must determine if it has the capacity to address the identified non compliances. If it does not, then the NSP must be decommissioned.

3.6.3 Inspection timelines

NSPs must be inspected prior to 31 August each year under section 50J of the CFA Act.

3.6.4 Decommissioning of NSPs

By Council Resolution only.

- Council must decommission a NSP if the CFA assessment determines the site is no longer suitable.
- Council may decommission a NSP even if it has CFA certification, if Council is satisfied on reasonable grounds that it is not appropriate for the site to continue to be designated a NSP.
- Council will decommission a NSP that is not on Council land if the occupier or the person in control of the land has withdrawn consent to the designation of the site as a NSP.

4 SECTION 3

**SUMMARY OF FACTORS FOR COUNCIL TO CONSIDER IN
ASSESSING POTENTIAL NSP LOCATIONS PRIOR TO
DESIGNATION**



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION:

DATE:

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:		Date:		Time:	
Assessor name:				Sign:	
Agency:					

LOCATION

Place name and specific location:		Map Reference:	
Distance from nearest town centre (km):			
Controlling (owner) authority:			

Owner Details

Contact:			
Name/Position			
Organisation:			
Postal Address:			
Phone:			
Email:			

Tenant Details

Contact:			
Name/Position			
Organisation:			
Postal Address:			Post code:
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact:			
Name/Position			
Organisation:			
Postal Address:			Post code:
Phone:	W:		H:
Email:			
Location Description			
Location Description:	(Open area or building)		
Population of Township/ Locality:			
Estimated NSP Site Capacity:			
Reference Material Sited:			
NSP INSPECTION DETAILS			
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 16 August 2021	RECOMMENDATION: <i>insert cross into square indicating result</i>	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: <i>insert cross into square indicating result</i>	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs


Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Consents and rights of access	If the potential NSP is located on Council-owned land, can Council use the land as an NSP if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.		
	If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to: <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 		
Access and egress	Do access routes to the potential NSP allow for: <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 		
	Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.		
Maintenance of NSP in accordance with CFA assessment	Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment? <i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i>		

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Opening of the NSP	Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building. Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.		
	What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?		
	Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?		
Defendable space and fire suppression activities	Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)? <i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i>		
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cwlth), <i>Flora and Fauna Guarantee Act 1988</i> (Vic) and the <i>Planning and Environment Act 1987</i> (Vic)? Can such approval be obtained before the NSP is established?		
Defendability of Buildings	If the potential NSP is a building, has Council has sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?		

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?		
	If signage needs to be placed on private land, can Council obtained the consent of the relevant landowner to the erection of the signage?		
Maintenance and maintainability	<p>Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria?</p> <p>Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.</p>		
Disabled access	Are there are means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?		
Alternative uses of potential NSP	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>		
Community Communication	Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?		

5 SECTION 4
NSP SIGNAGE TEMPLATE

Making Victoria FireReady:



This is the signage that will identify a Neighbourhood Safer Place – Place of Last Resort.

Neighbourhood Safer Places

Places of Last Resort have been designated at:

- Boort
- Bridgewater
- Inglewood
- Pyramid Hill
- Serpentine and
- Wedderburn

Further details, including a map of the NSP location(s), can be found on the Community Information Maps (Township Protection Plans) published on the CFA website at: www.cfa.vic.gov.au

IMPORTANT INFORMATION


The purpose of a Neighbourhood Safer Place - **Place of Last Resort** is to provide some protection from the effects of radiant heat during a bushfire.

A **Place of Last Resort** is only intended for use when all other plans have failed and should not be considered as a place to relocate to when leaving early as it will not guarantee safety or survival from fire, embers or radiant heat.


Travelling to a **Place of Last Resort** when there is a bushfire may be extremely dangerous due to dense smoke, radiant heat, flying embers, fallen trees and power lines, traffic congestion and accidents.

A Neighbourhood Safer Place - **Place of Last Resort** may not have the capacity to cater for special needs; and there will be no support services (food or drink, material aid) or provision for pets. There is no guarantee that emergency services will be present during a bushfire.


A Neighbourhood Safer Place – **Place of Last Resort** should not replace a personal bushfire survival plan. If your plan is to leave early, the safest option is to leave at the beginning of a day when the Fire Danger Rating is declared Severe or Extreme. On a Code Red (Catastrophic) rated fire danger day, the safest option is to leave the night before, or early in the morning.



1800 240 667
www.cfa.vic.gov.au



LODDON
SHIRE

PREPARE. ACT. SURVIVE.
FireReady 

6 SECTION 5**REGISTER OF DESIGNATED NSP LOCATIONS INCLUDING
COMPLETED COUNCIL SITE ASSESSMENTS**

NSP LOCATION REGISTER		DATE DESIGNATED
BOORT	BOORT PARK RECREATION RESERVE (OVAL ONLY)	27/02/2012
PYRAMID HILL	MITCHELL PARK RECREATION RESERVE (OVAL ONLY)	27/02/2012
SERPENTINE	RECREATION RESERVE (OVAL ONLY)	27/02/2012
BRIDGEWATER	MEMORIAL HALL (GROUNDS ONLY)	27/08/2012
INGLEWOOD	J. SLOAN PARK (PLAYGROUND AREA)	27/12/2015
WEDDERBURN	DONALDSON PARK (CENTRAL OVAL AREA ONLY)	27/08/2012

6.1 Boort Park Recreation Reserve (Oval Only) – Shire Assessment



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION: Boort Park Recreation Reserve (Oval Only)

DATE: 16/8/2021

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:	Monday	Date:	16 August 2021	Time:	9:40AM
Assessor name:	Jayden Baber			Sign:	Jayden Baber
Agency:	Loddon Shire Council				

LOCATION

Place name and specific location:	Boort Park Recreation Reserve (Oval Only) Malone St, Boort	Map Reference:	
Distance from nearest town centre (km):	Within township		
Controlling (owner) authority:	Loddon Shire Council		

Owner Details

Contact:			
Name/Position			
Organisation:	Loddon Shire Council		
Postal Address:	P.O. Box 21, Wedderburn	Post code:	3518
Phone:	W: 5494 1200	H:	
Email:			

Tenant Details

Contact:	President		
Name/Position			
Organisation:	Boort Park Committee of Management		
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact: Name/Position			
Organisation:			
Postal Address:			Post code:
Phone:	W:	H:	
Email:			
NSP INSPECTION DETAILS			
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 18 August 2021	RECOMMENDATION: insert cross into square indicating result		DESIGNATE <input checked="" type="checkbox"/> NOT DESIGNATE <input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: insert cross into square indicating result		DESIGNATE <input type="checkbox"/> NOT DESIGNATE <input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
<p>Consents and rights of access</p>	<p>If the potential NSP is located on Council-owned land, can Council use the land as an NSP if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.</p>	<p>Area is owned by Council and maintained by the Boort Park Committee of Management.</p>	<p>YES</p>
	<p>If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to:</p> <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 	<p>Boort Park Committee of Management has granted consent for the area to be used and they have agreed to maintain the NSP area as per CFA Dec 2010 Grasslands Guidelines and the Shire has agreed to install and maintain all NSP signage in an acceptable condition at all times.</p>	<p>YES</p>
<p>Access and egress</p>	<p>Do access routes to the potential NSP allow for:</p> <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 	<p>There are no restrictions to Access and Egress The area is accessible via wide access road. Pedestrian and vehicle safe access/egress. The CFA and other emergency services will be able to attend for asset and personal protection activities as required.</p>	<p>YES</p>

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
	<p>Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.</p>	<p>There is a wide open road access/egress route with for pedestrian and vehicle safe access/egress. Large open area available for parking of vehicles as required.</p>	<p>YES</p>
<p>Maintenance of NSP in accordance with CFA assessment</p>	<p>Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment? <i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i></p>	<p>Boort Park Committee of Management has agreed to maintain the NSP area as per the CFA December 2010 Grasslands Guidelines.</p>	<p>YES</p>
<p>Opening of the NSP</p>	<p>Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building. Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.</p> <p>What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?</p> <p>Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?</p>	<p>24/7 Access available.</p> <p>Nil</p> <p>In an emergency situation all other activities will cease and the area will be available as a NSP.</p>	<p>YES</p> <p>YES</p> <p>YES</p>

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Defendable space and fire suppression activities	Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)? <i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i>	The CFA and other emergency services will be able to attend for asset and personal protection activities as required.	YES
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cwlth), <i>Flora and Fauna Guarantee Act 1988</i> (Vic) and the <i>Planning and Environment Act 1987</i> (Vic)? Can such approval be obtained before the NSP is established?	NA	YES
Defendability of buildings	If the potential NSP is a building, has Council has sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?	No buildings contained within the designated NSP area.	YES
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?	Council has agreed to erect and maintain all required signage to an acceptable standard at all times. There are signs at both entrances.	YES
	If signage needs to be placed on private land, can Council obtained the consent of the relevant landowner to the erection of the signage?	The Boort Park Committee of Management has agreed that Council will erect and maintain all required signage to an acceptable standard at all times.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Maintenance and maintainability	<p>Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria?</p> <p>Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.</p>	<p>Boort Park Committee of Management has agreed to maintain the NSP area as per the CFA December 2010 Grasslands Guidelines.</p>	<p>YES</p>
Disabled access	<p>Are there are means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?</p>	<p>No restrictions to disabled access/egress.</p>	<p>YES</p>
Alternative uses of potential NSP	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>	<p>In an emergency situation all other activities (Football/cricket/Trotting etc.) will cease and the area will be available as a NSP.</p>	<p>YES</p>
Community Communication	<p>Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?</p>	<p>Council and the CFA will conduct a Community awareness campaign and regularly make reference to the NSP on social media and in Local papers.</p>	<p>YES</p>

Boort Recreation Reserve (Oval Only) – Shire Assessment



CRM #1000010890 - Boort Football Club and Harness Racing (Oval area only), Malone Street, Boort, as per CFA Reassessment August 2019



6.2 Mitchell Park Recreation Reserve (Oval Only) Pyramid Hill – Shire Assessment



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION: Mitchell Park Recreation Reserve (Oval Only) Pyramid Hill

DATE: 18 August 2021

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:	Monday	Date:	18 August 2021	Time:	10:10AM
Assessor name:	Jayden Baber			Sign:	Jayden Baber
Agency:	Loddon Shire Council				

LOCATION

Place name and specific location:	Mitchell Park Recreation Reserve (Oval Only) Pyramid-Gladfield Rd, Pyramid Hill	Map Reference:	
Distance from nearest town centre (km):	Within township of Pyramid Hill		
Controlling (owner) authority:	Department of Environmental, Land, Water and Planning (DELWP)		

Owner Details

Contact Name/Position:	Property Officer		
Organisation:	DELWP		
Postal Address:	PO Box 3100, Bendigo Delivery Centre, Bendigo VIC	Post code:	3554
Phone:	W: 5430 4671	H:	
Email:			

Tenant Details

Contact Name/Position:	President		
Organisation:	Mitchell Park Recreation Reserve Committee of Management		
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact:			
Name/Position			
Organisation:			
Postal Address:			Post code:
Phone:	W:	H:	
Email:			
NSP Inspection Details			
Location Description:	Mitchell Park Recreation Reserve (Oval Only)	(Open Area or Building)	Open Area (Oval)
Population of Township/ Locality:	Approx. 560		
Estimated NSP Site Capacity:	Approx. 750		
Reference Material Sited:	NA		
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 18 August 2021	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input checked="" type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Consents and rights of access	If the potential NSP is located on Council-owned land, can Council use the land as an NSP if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.	Area is owned by DELWP however maintained by the Mitchell Park Recreation Reserve Committee of Management.	YES
	If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to: <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 	Mitchell Park Recreation Reserve Committee of Management has been granted consent for the area to be used and they have agreed to maintain the area as per CFA Guidelines. Council undertakes maintenance of all signage relating to the NSP.	YES
Access and egress	Do access routes to the potential NSP allow for: <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 	No restrictions to access and egress. Area is accessible via wide access road with side point if required.	YES
	Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.	As above	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Maintenance of NSP in accordance with CFA assessment	<p>Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment?</p> <p><i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i></p>	<p>Mitchell Park Recreation Reserve Committee of Management has agreed to maintain the NSP area for the 2021-2022 FDP.</p>	<p>YES</p>
Opening of the NSP	<p>Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building.</p> <p>Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.</p>	<p>24/7 access available.</p>	<p>YES</p>
	<p>What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?</p>	<p>Nil.</p>	<p>YES</p>
	<p>Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?</p>	<p>In an emergency all other activities will cease and the area will be available for a NSP.</p>	<p>YES</p>
Defendable space and fire suppression activities	<p>Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)?</p> <p><i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i></p>	<p>CFA and other emergency services will be able to attend for asset and personal protection activities as required.</p>	<p>YES</p>

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cwlth), <i>Flora and Fauna Guarantee Act 1988</i> (Vic) and the <i>Planning and Environment Act 1987</i> (Vic)? Can such approval be obtained before the NSP is established?	N/A.	YES
Defendability of buildings	If the potential NSP is a building, has Council sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?	No buildings are contained within the NSP area as it is the oval only.	YES
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?	Three signs well signposted at two main entrances to the area for vehicles. One designated pedestrian entrance.	YES
	If signage needs to be placed on private land, can Council obtain the consent of the relevant landowner to the erection of the signage?	The Mitchell Park Recreation Reserve Committee of Management has agreed.	YES
Maintenance and maintainability	Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria? Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.	Mitchell Park Recreation Reserve Committee of Management has agreed to maintain the NSP area in line with the CFA guidelines.	YES
Disabled access	Are there any means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?	Nil restrictions.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
<p>Alternative uses of potential NSP</p>	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>	<p>In emergency situations all other activities will cease (ie Football/Cricket).</p>	<p>YES</p>
<p>Community Communication</p>	<p>Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?</p>	<p>Council and the CFA will conduct a Community awareness campaign and regularly make reference to the NSP on social media and in Local papers.</p>	<p>YES</p>

Mitchell Park Rec Reserve (Oval Only) Pyramid Hill – Shire Assessment



CRM #1000010888 - Mitchell Park (Oval Only), Gladfield Road, Pyramid Hill – As per CFA Reassessment August 2019



6.3 Serpentine Recreation Reserve (Oval Only) – Shire Assessment



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION: Serpentine Recreation Reserve (Oval Only)

DATE: 18 August 2021

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:	Monday	Date:	18 August 2021	Time:	10:50AM
Assessor name:	Jayden Baber			Sign:	Jayden Baber
Agency:	Loddon Shire Council				

LOCATION

Place name and specific location:	Serpentine Recreation Reserve (oval only) Chapel St, Serpentine	Map Reference:	
Distance from nearest town centre (km):	Within Serpentine township		
Controlling (owner) authority:	Department of Environmental, Land, Water and Planning (DELWP)		

Owner Details

Contact Name/Position:	Property Officer		
Organisation:	DELWP		
Postal Address:	PO Box 3100, Bendigo Delivery Centre, Bendigo VIC	Post code:	3554
Phone:	W: 5430 4671	H:	
Email:			

Tenant Details

Contact Name/Position:	President		
Organisation:	Serpentine Recreation Reserve Committee of Management		
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact: Name/Position	NA		
Organisation:			
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			
NSP INSPECTION DETAILS			
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 18 August 2021	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input checked="" type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Consents and rights of access	If the potential NSP is located on Council-owned land, can Council use the land as an NSP if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.	Area is owned by DELWP however maintained the Serpentine Recreation Reserve Committee of Management.	YES
	If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to: <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 	The Serpentine Recreation Reserve Committee of Management has been granted consent for the area to be used and they have agreed to maintain the area as per CFA Guidelines. Council has maintenance of all signage relating to the NSP.	YES
Access and egress	Do access routes to the potential NSP allow for: <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 	No restrictions to access and egress. Area is accessible via wide access road with side point if required.	YES
	Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.	As above.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Maintenance of NSP in accordance with CFA assessment	<p>Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment?</p> <p><i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i></p>	<p>Serpentine Recreation Reserve Committee of Management has agreed to maintain the NSP area for the 2021-2022 FDP.</p>	<p>YES</p>
Opening of the NSP	<p>Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building.</p> <p>Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.</p>	<p>24/7 Access available.</p>	<p>YES</p>
	<p>What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?</p>	<p>Nil/</p>	<p>YES</p>
	<p>Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?</p>	<p>In an emergency all other activities will cease and the area will be available as a NSP.</p>	<p>YES</p>
Defendable space and fire suppression activities	<p>Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)?</p> <p><i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i></p>	<p>CFA and other emergency services will be able to attend for asset and personal protection activities as required.</p>	<p>YES</p>

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999 (Cwlth)</i> , <i>Flora and Fauna Guarantee Act 1988 (Vic)</i> and the <i>Planning and Environment Act 1987 (Vic)</i> ? Can such approval be obtained before the NSP is established?	NA	YES
Defendability of Buildings	If the potential NSP is a building, has Council sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?	No buildings are contained within the NSP area.	YES
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?	Two signs well signposted at two main entrances to area.	YES
	If signage needs to be placed on private land, can Council obtain the consent of the relevant landowner to the erection of the signage?	Serpentine Recreation Reserve Committee of Management has agreed that Council will erect and maintain all required signage to an acceptable standard at all times.	YES
Maintenance and maintainability	Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria? Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.	Serpentine Recreation Reserve Committee of Management has agreed to maintain the NSP area as per the CFA December 2010 Grasslands Guidelines.	YES
Disabled access	Are there any means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?	No restrictions.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Alternative uses of potential NSP	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>	<p>In an emergency situation all other activities (Football/cricket etc.) will cease and the area will be available as a NSP.</p>	<p>YES</p>
Community Communication	<p>Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?</p>	<p>Council and the CFA will conduct a Community awareness campaign and regularly make reference to the NSP on social media and in Local papers.</p>	<p>YES</p>

Serpentine Recreation Reserve (Oval Only) – Shire Assessment



CRM #1000010889 – Serpentine Recreation Reserve (Janiember Park) - (portion oval area only), Corner Chapel Street and Park View Drive, Serpentine – as per CFA Reassessment August 2019



6.4 Bridgewater Memorial Hall (Grounds Only) - Shire Assessment



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION: Bridgewater Memorial Hall (Grounds Only)

DATE: 18 August 2021

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:	Tuesday	Date:	18 August 2021	Time:	7:55AM
Assessor name:	Jayden Baber			Sign:	Jayden Baber
Agency:	Loddon Shire Council				

LOCATION

Place name and specific location:	Bridgewater Memorial Hall – Grounds only Erskine Street, Bridgewater	Map Reference:	
Distance from nearest town centre (km):	Within township of Bridgewater		
Controlling (owner) authority:	Department of Environmental, Land, Water and Planning (DELWP)		

Owner Details

Contact Name/Position:	Property Officer		
Organisation:	DELWP		
Postal Address:	PO Box 3100, Bendigo Delivery Centre, Bendigo VIC	Post code:	3554
Phone:	W: 5430 4671	H:	
Email:			

Tenant Details

Contact Name/Position:	President		
Organisation:	Bridgewater on Loddon Development Committee of Management		
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact: Name/Position	NA		
Organisation:			
Postal Address:			Post code:
Phone:	W:	H:	
Email:			
NSP INSPECTION DETAILS			
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 18 August 2021	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input checked="" type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs


Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Consents and rights of access	If the potential NSP is located on Council-owned land, can Council use the land as an NSP if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.	Area is owned by DELWP however maintained the Bridgewater on Loddon Development Committee of Management	YES
	If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to: <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 	Bridgewater on Loddon Development Committee of Management has granted consent for the area to be used and they have agreed to maintain the area as per CFA Guidelines. Council has maintenance of all signage relating to the NSP.	YES
Access and egress	Do access routes to the potential NSP allow for: <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 	No restrictions to access and egress. CFA and other emergency services will be able to attend for assess and personal protection activities as required.	YES
	Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.	There are no fences on two road frontages of the property with footpaths on Erskine and Eldon St side so there is safe pedestrian access/egress. Ample vehicle parking around area.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Maintenance of NSP in accordance with CFA assessment	<p>Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment?</p> <p><i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i></p>	<p>Bridgewater on Loddon Development Committee of Management has agreed to maintain the NSP area for the 2021-2022 FDP.</p>	<p>YES</p>
Opening of the NSP	<p>Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building.</p> <p>Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.</p>	<p>24/7 Access available.</p>	<p>YES</p>
	<p>What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?</p>	<p>Nil.</p>	<p>YES</p>
	<p>Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?</p>	<p>In an emergency situation all other activities will cease and the area will be available as a NSP.</p>	<p>YES</p>
Defendable space and fire suppression activities	<p>Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)?</p> <p><i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i></p>	<p>The CFA and other emergency services will be able to attend for asset and personal protection activities as required.</p>	<p>YES</p>

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cwlth), <i>Flora and Fauna Guarantee Act 1988</i> (Vic) and the <i>Planning and Environment Act 1987</i> (Vic)? Can such approval be obtained before the NSP is established?	N/A.	YES
Defendability of Buildings	If the potential NSP is a building, has Council has sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?	No buildings are contained within the NSP area as it is the grounds only. Building is in middle of grounds.	YES
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?	Areas signposted.	YES
	If signage needs to be placed on private land, can Council obtained the consent of the relevant landowner to the erection of the signage?	Bridgewater on Loddon Development Committee of Management has agreed.	YES
Maintenance and maintainability	Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria? Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.	Bridgewater on Loddon Development Committee of Management has agreed to Maintain the NSP area as per the CFA December 2010 Grasslands Guidelines.	YES
Disabled access	Are there are means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?	No restrictions to disabled access/egress.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
<p>Alternative uses of potential NSP</p>	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>	<p>In an emergency situation all other activities will cease and the area will be available as a NSP.</p>	<p>YES</p>
<p>Community Communication</p>	<p>Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?</p>	<p>Council and the CFA will conduct a Community awareness campaign and regularly make reference to the NSP on social media and in local papers.</p>	<p>YES</p>

Bridgewater Memorial Hall (Grounds Only) – Shire Assessment

 CRM #1000014876 - Bridgewater Memorial Hall (Grounds Only) Corner Erskine Street and Eldon Street Bridgewater, as per CFA Reassessment August 2019



6.5 Sloan Park Playground, Inglewood – Shire Assessment



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION: J.Sloan Park Playground - Inglewood

DATE: 18 August 2021

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:	Thursday	Date:	18 August 2021	Time:	11:30AM
Assessor name:	Jayden Baber	Confirm continue designation as a NSP		Sign:	Jayden Baber
Agency:	Loddon Shire Council				

LOCATION

Place name and specific location:	J Sloan Park Playground – between swimming pool and tennis courts	Map Reference:	
Distance from nearest town centre (km):	Within township of Inglewood		
Controlling (owner) authority:	Loddon Shire Council		

Owner Details

Contact Name/Position:			
Organisation:	Loddon Shire Council		
Postal Address:	PO Box 21 Wedderburn	Post code: 3518	
Phone:	W: 5494 1200	H:	
Email:			

Tenant Details

Contact Name/Position:	President		
Organisation:	Inglewood Community Sports Centre Committee of Management		
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact: Name/Position	NA		
Organisation:			
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			
Location Description:			
Location Description:	J. Sloan Park Playground, Inglewood	(Open area or building)	Open Area Playground
Population of Township/ Locality:	Approx. 1000 People		
Estimated NSP Site Capacity:	Approx. 400 People		
Reference Material Sited:	N/A		
NSP INSPECTION DETAILS			
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 10 September 2021	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input checked="" type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Consents and rights of access	Area is owned and maintained by Loddon Shire Council.	Area is owned and maintained by Loddon Shire Council.	YES
	If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to: <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 	Loddon Shire Council has been granted consent for the area to be used and they have agreed to maintain the area as per CFA Guidelines. Council has maintenance of all signage relating to the NSP.	YES
Access and egress	Do access routes to the potential NSP allow for: <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 	No restrictions to access and egress. CFA and other emergency services will be able to attend for assess and personal protection activities as required.	YES
	Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.	There is a wide entrance on an open road providing access/egress route to NSP. Sufficient vehicle parking and pedestrian access.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Maintenance of NSP in accordance with CFA assessment	<p>Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment?</p> <p><i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i></p>	Loddon Shire Council has agreed to maintain the NSP area for the 2021-2022 FDP.	YES
Opening of the NSP	<p>Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building.</p> <p>Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.</p>	24/7 Access available.	YES
	<p>What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?</p>	Nil.	YES
	<p>Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?</p>	In an emergency situation all other activities will cease and the area will be available as a NSP.	YES
Defendable space and fire suppression activities	<p>Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)?</p> <p><i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i></p>	The CFA and other emergency services will be able to attend for asset and personal protection activities as required.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999 (Cwlth)</i> , <i>Flora and Fauna Guarantee Act 1988 (Vic)</i> and the <i>Planning and Environment Act 1987 (Vic)</i> ? Can such approval be obtained before the NSP is established?	N/A.	YES
Defendability of Buildings	If the potential NSP is a building, has Council sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?	No buildings are contained within the NSP area it is the grounds only. Building is in the middle of grounds.	YES
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?	Area signposted on fence along Calder Hwy, and in front of designated NSP area. Nil signage regarding NSP on main entrance to sports ground.	YES
	If signage needs to be placed on private land, can Council obtain the consent of the relevant landowner to the erection of the signage?	Loddon Shire Council has agreed.	YES
Maintenance and maintainability	Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria? Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.	Loddon Shire Council has agreed to maintain the NSP area in line with the CFA guidelines.	YES
Disabled access	Are there any means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?	No restrictions to disabled access/egress.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
<p>Alternative uses of potential NSP</p>	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>	<p>In an emergency situation all other activities will cease and the area will be available as a NSP.</p>	<p>YES</p>
<p>Community Communication</p>	<p>Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?</p>	<p>Council and the CFA will conduct a Community awareness campaign and regularly make reference to the NSP on social media and in local papers.</p>	<p>YES</p>

J Sloan Playground Inglewood between pool and tennis courts – Shire Assessment



CRM #1000014867 - Inglewood J. Sloan Playground, Inglewood – As per CFA Reassessment August 2019



6.6 Donaldson Park (Oval Area Only) - Wedderburn – Shire Assessment



NEIGHBOURHOOD SAFER PLACES PLAN

CRITERIA – AUDITING/ASSESSMENT TOOL

LOCATION: Donaldson Park (Oval Area Only) - Wedderburn

DATE: 18 August 2021

**NEIGHBOURHOOD SAFER PLACES ASSESSEMENT CRITERIA
AUDITING AND ASSESSMENT TOOL**

DETAILS

Day:	Thursday	Date:	18 August 2021	Time:	9:05AM
Assessor name:	Jayden Baber			Sign:	Jayden Baber
Agency:	Loddon Shire Council				

LOCATION

Place name and specific location:	Donaldson Park (Oval Area Only) Wedderburn	Map Reference:	
Distance from nearest town centre (km):	Within township		
Controlling (owner) authority:	Loddon Shire Council		

Owner Details

Contact: Name/Position			
Organisation:	Loddon Shire Council		
Postal Address:	P.O. Box 21, Wedderburn	Post code:	3518
Phone:	W: 5494 1200	H:	
Email:			

Tenant Details

Contact: Name/Position	President		
Organisation:	Donaldson Park Committee of Management		
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			

Tenant 2 Details			
Contact: Name/Position	NA		
Organisation:			
Postal Address:		Post code:	
Phone:	W:	H:	
Email:			
NSP INSPECTION DETAILS			
OFFICERS NAME: Jayden Baber	SIGNATURE:-		
DATE OF INSPECTION: 18 August 2021	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input checked="" type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>
OFFICERS NAME:	SIGNATURE:-		
DATE OF INSPECTION:	RECOMMENDATION: insert cross into square indicating result	DESIGNATE	<input type="checkbox"/>
		NOT DESIGNATE	<input type="checkbox"/>

Factors to Consider in Assessing Potential NSPs

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Consents and rights of access	If the potential NSP is located on Council-owned land, can Council use the land as an NSP if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.	Area is owned by Council and is maintained by the Donaldson Park Reserve Committee of Management.	YES
	If the potential NSP is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential NSP on reasonably satisfactory terms? Also consider whether Council has the right to: <ul style="list-style-type: none"> • access the site and surrounding areas for maintenance • erect appropriate signage at the NSP. 	Donaldson Park Reserve Committee of Management has granted consent for area to be used and they have agreed to main the NSP area as per the CFA Guidelines. Council has agreed to erecting and maintaining relevant signage in relation to the NSP.	YES
Access and egress	Do access routes to the potential NSP allow for: <ul style="list-style-type: none"> • the anticipated potential number of people to move to and from the place • the CFA and other emergency services to attend the place for asset and personnel protection activities? 	No restrictions to access and egress. Area is accessible via wide access road with side point if required. Five vehicle access points all with NSP signage.	YES
	Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider the condition of the road surface, proximity to population centers and major roads, capacity of access routes to accommodate large numbers of vehicles, the availability of car parking at the place and any other relevant matters.	Multiple open gates off the roads as access egress route for Hospital St, Chapel St, and Godfrey St. There is also access/egress for pedestrians. Large areas available for parking of vehicles.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Maintenance of NSP in accordance with CFA assessment	<p>Can Council maintain the potential NSP in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment?</p> <p><i>If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.</i></p>	Donaldson Park Committee of Management has agreed to maintain area as per the CFA December 2010 Grasslands Guidelines.	YES
Opening of the NSP	<p>Will it be possible and practicable to make the potential NSP available for use on a 24 hour basis during the declared fire danger period? This is a particular issue where the potential NSP is a building.</p> <p>Consider the potential for damage to the NSP which could result during times that it is open and available for use, but is not being used as an NSP.</p>	24/7 Access available.	YES
	<p>What costs could be incurred by Council in making the potential NSP available on a 24 hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?</p>	Nil.	YES
	<p>Could the potential NSP be used for an unintended purpose which could impact upon its use as an NSP (such as an emergency relief center)?</p>	In an emergency all other activities will cease and the area will be available as a NSP.	YES
Defendable space and fire suppression activities	<p>Is the potential NSP surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)?</p> <p><i>Council should seek CFA advice concerning the defendability of the potential NSP and the Buffer Zone, including in relation to fire vehicle access requirements.</i></p>	The CFA and other emergency services also will be able to attend for asset and personal protection activities as required.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
	Will approval be required under legislation such as the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cwlth), <i>Flora and Fauna Guarantee Act 1988</i> (Vic) and the <i>Planning and Environment Act 1987</i> (Vic)? Can such approval be obtained before the NSP is established?	N/A.	YES
Defendability of Buildings	If the potential NSP is a building, has Council sought expert advice from the CFA to determine whether the NSP is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?	No buildings included within the NSP area.	YES
Signage	Can appropriate signage be erected at the entry to the potential NSP, and in its vicinity?	Five signs well signposted at main vehicle entrances to area.	YES
	If signage needs to be placed on private land, can Council obtain the consent of the relevant landowner to the erection of the signage?	Donaldson Park Committee of Management has agreed that the Loddon Shire Council will erect all required signage and maintain to an acceptable standard at all times.	YES
Maintenance and maintainability	Is the potential NSP capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council NSPP Criteria? Where relevant, consider whether adjoining land owners and occupiers will provide Council with an assurance that both the potential NSP and the Buffer Zone can be maintained to a satisfactory level.	Donaldson Park Committee of Management has agreed to Maintain the NSP area as per the CFA December 2010 Grasslands Guidelines.	YES
Disabled access	Are there are means of access for disabled and mobility-impaired persons to the potential NSP, including vehicle access to drop off people with disabilities?	No restrictions to disabled access/egress.	YES

Council NSPP Criteria	Issues to consider	Council comments	Satisfied? Yes/No
Alternative uses of potential NSP	<p>Can Council manage alternative uses which may be made of the potential NSP so as to ensure that those uses will not compromise the function of the place as a potential NSP?</p> <p><i>The CFA has advised that where a potential NSP which is used for an operational purpose at many times meets the CFA Fire Rating Criteria, then the CFA considers that those operational activities will be able to continue (to the extent practicable in the circumstances) while the place is being used as an NSP.</i></p>	<p>In an emergency situation all other activities (Football, Trotting Meetings or hockey etc.) will cease and the area will be available as a NSP.</p>	<p>YES</p>
Community Communication	<p>Will it be possible to ensure that there will be good community awareness of the location of the potential NSP, and the risks associated with using the potential NSP?</p>	<p>Council and the CFA will conduct a Community awareness campaign and regularly make reference to the NSP on social media and in local papers.</p>	<p>YES</p>

Donaldson Park Wedderburn – Shire Assessment



CRM #100009350 - Donaldson Park (Oval only), Chapel Street, Wedderburn – As per CFA Reassessment August 2019



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10.2 FINANCE REPORT FOR THE QUARTER ENDING 30 SEPTEMBER 2021

File Number: 08/06/001

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Finance Report for the Quarter Ending 30 September 2021

RECOMMENDATION

That Council:

1. receives and notes the 'Finance Report for the quarter ending 30 September 2021'
2. approves budget revisions included in the report for internal reporting purposes only
3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2021/22 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2021/22.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

A report was presented and adopted in April 2021 that recommended that Council now be provided with finance reports on a quarterly basis. The only exception is when changes to the Council Meeting timetable result in the Council Meeting occurring before the completion of the end of month finance procedures.

The first quarterly report was presented at the Council Meeting in July 2021, and was for the April to June 2021 quarter.

BACKGROUND

The Finance Report for the period ended 30 September 2021 includes standard quarterly information about budget variations, cash, investments, interest, debtors and creditors, and provides a comparison of year-to-date actual results to year-to-date budget (by dollars and percentage) and total revised budget (by percentage).

The information is in the format provided in the adopted 2021/22 Budget, and includes operating results, capital expenditure and funding sources. The report now also includes a cash flow statement and the community planning program financials.

This Finance Report also includes reporting on supplementary valuations. Each year Council makes a number of additions, subtractions and alterations to the valuations contained in the annual rate book. These changes arise from various sources including:

- splitting of parcels into new rateable assessments
- development of vacant or unproductive land (urban and rural)
- consolidation of separate rateable assessments into one assessment
- re-assessment of property valuations arising from objections to the initial valuation
- additions and cancellations of licences (grazing and water frontages)
- change of use

- covenant on Title
- area amendment
- change of Australian Valuation Property Classification Code (AVPCC)
- supplementary valuation corrections.

ISSUES/DISCUSSION

Budgeted Surplus - Council's budgeted cash surplus has increased from \$0.4M to \$4.24M.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 52% of total budget. Revenue brought to account for the quarter was \$17.32M

Income Statement (expenditure) - Council's operating expenditure is at 22% of total budget. Payments for this quarter totalled \$8.48M.

Capital Works - The approved budget for capital works is \$24.31M and is 8% complete in financial terms for the current financial year.

Service Areas – Appendix 3 provides Council with net results for each service area. As further work is undertaken on service planning and reviews throughout the year, the cost of each service will be refined.

Balance Sheet - Council has a cash total of \$33.4M with \$4.9M in general accounts. Total debtors at the end of September are \$12.41M (\$1.31M at the end of June). Sundry debtors total \$1.0M with invoices outstanding for 90 or more days relating to community wellbeing debtors and local community groups totalling approximately \$64K.

COST/BENEFITS

The benefit to Council and the community is that accurate and regular financial reporting is disclosed, along with an accurate representation of property valuations being reflected in Council's rating system and the distribution of rate notices for the year 2021/22.

Provision of financial reports on at least a quarterly basis is a requirement of the Local Government Act.

RISK ANALYSIS

The provision of regular and accurate finance reports to Council minimises the risk of Council not delivering projects within the approved budget. Council's risk exposure is increased if the rating system does not reflect the valuation changes associated with supplementary valuations as Council will not be aware of the changes, which can alter the rate revenue in the current year and in future rating years.

CONSULTATION AND ENGAGEMENT

There has been considerable consultation internally with respective managers in understanding their budget responsibilities and keeping within budgetary constraints.

Consultation with ratepayers and authorities that act on behalf of ratepayers occurs when a change to a property is required or occurs by virtue of a sale.

External engagement with the community was undertaken during the submission period of the budget, and regular reporting provides a mechanism of monitoring the financial outcomes of Council against that expectation.

LODDON SHIRE COUNCIL

FINANCE REPORT FOR QUARTER ENDING 30 SEPTEMBER 2021



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INTRODUCTION

During September, Council received final approval and sign off from the Victorian Auditor General for the 2020/21 Financial and Performance Statements.

Work has been underway on the 10-year Financial Plan which was out for public feedback until 8 October 2021. Feedback on the plan was discussed at the October Council Forum and it will be scheduled for the October Council Meeting with a recommendation for adoption, as the due date for approval is 31 October 2021.

The next major project is the Victorian Local Government Grants Commission return which has a revised due date of 30 November 2021.

Work is also scheduled to review timing for the long-term projects Council is to commence or has underway. This will assist in ensuring that income and expenditure are allocated to the financial relevant year in next year's Budget and Financial Plan. Timing has also been completed with some further minor adjustments required in this area for the major capital and projects for the current financial year.

1 CASH SURPLUS POSITION

1.1 Budget revisions

Budget revisions commenced in July 2021, with the first group being the 2020/21 carry over projects along with the approved capital works program.

An adjustment was made to reflect the confirmed carried forward surplus, and the change from the budgeted surplus. Council was provided with an End of Year Variance Report at the September 2021 Council Meeting which highlighted the detail behind the adjustment.

As a result, the surplus has increased from \$400,746 to \$4,243,757.

Opening Surplus (Position as at 1 July 2021)	\$ 400,746
Carried forward funds adjustment	\$ 3,432,054
Additional funds Victorian Local Government Grants Commission	\$ 481,676
Reduction in expected Workcover cost	\$ 163,830
Other minor adjustments	-\$ 234,559
Closing Surplus (Position as at 30 September 2021)	\$ 4,243,747

2 INCOME STATEMENT

Variance reporting has been included in this report where variations occur within the statements of 10% or \$30,000.

2.1 Operating revenue

Total revenue brought to account for this quarter was \$17.32M. The total income raised is 82% of the total revised budget income for 2021/22. This is high due to the raising of rates in July 2021 of \$11.64M.

2.1.1 Statutory fees

There has been a significant increase in permit activity in the planning and building departments, and as a result higher than expected fee income has been raised. This accounts for almost \$27K of the overall variation.

2.1.2 Fees and charges

Fees and charges are behind YTD budget by \$54K or 14%. The main variation to budget is the gravel pit income; some of the gravel Council uses is sourced from its own pits with the income allocated to the pit and the expense allocated to the capital or maintenance works underway. There was a delay in receiving the gravel pit receipts but this is expected to be updated in October.

2.1.3 Non recurrent grants (operating)

The main variation in this area is the 'free kindergarten' project, where \$44K funding has been received from the department to fund the parent contribution of the kindergartens, which is a COVID-19 recovery funded project.

2.1.4 Recurrent grants (capital)

Recurrent grants for capital are behind budget by \$996K or 91%. The main variations to budget are Road to Recovery of \$475K, where the income claimed for the quarter was lower than expected. The other main variation is the Caravan park improvement project of \$521K with an invoice expected to be raised in the next month with the next milestone now met.

2.1.5 Non-recurrent grants (capital)

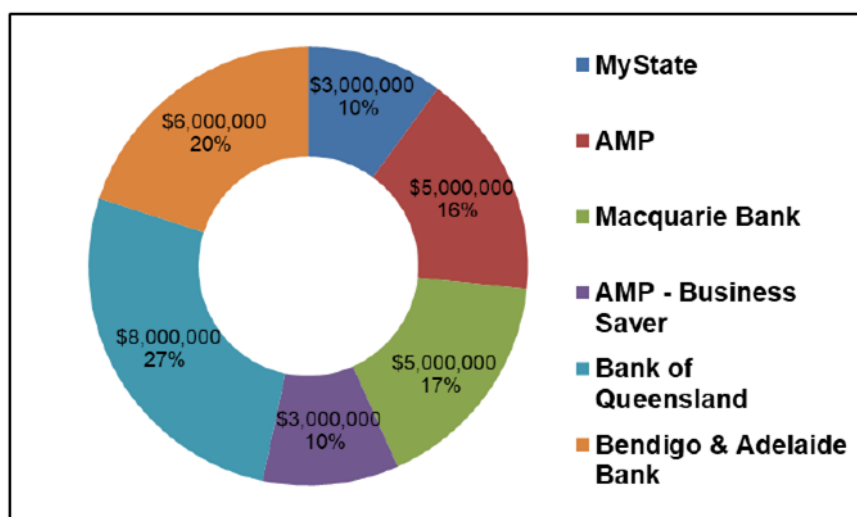
The main variation in this area relates to the \$2.9M grant tied to the Donaldson Park Pavilion upgrade. The milestone for this project has not yet been met and as a result the invoice is still to be raised.

2.1.6 Interest income

Council's Investment Policy requires investment of funds with authorised deposit taking institutions rated AAA+ to BBB- with a maximum of 40% of funds at any one institution and a maximum of \$2M in any one transaction.

The total investment interest received and accrued to date is \$33K. Rates interest amounts to \$9K. Year to date represents 14% of the total Revised Budget amount of \$300K.

All investments are term deposits and are currently with banks that meet Council's Investment Policy as per the following graph:



Current investments:						
MyState	A2/BBB+					\$ 3,000,000 10.0%
AMP	A2/BBB+					\$ 5,000,000 16.7%
Macquarie Bank	A1/A					\$ 5,000,000 16.7%
AMP - Business Saver	A2/BBB+					\$ 3,000,000 10.0%
Bank of Queensland	A2/BBB					\$ 8,000,000 26.7%
Bendigo & Adelaide Bank	A2/BBB+					\$ 6,000,000 20.0%
Council funds on term deposit						\$ 30,000,000 100%

The below table shows all investments for the financial year to date:

LODDON SHIRE COUNCIL INVESTMENT SCHEDULE												
Bank	Establishment date	Status	Maturity date	Term (days)	Interest rate	Investment amount	Total interest receivable on TD	Interest accrual 2020/21	YTD accrued interest	Total interest accrual	YTD interest received	Total YTD interest earned
AMP - Business Saver	16/07/2021	Open	Ongoing		0.50%	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bendigo & Adelaide Bank	6/10/2020	Closed	2/08/2021	300	0.60%	\$ 1,000,000	\$ 4,932	\$ 4,389	\$ 1,512	\$ -	\$ 4,932	\$ 542
Bendigo & Adelaide Bank	6/10/2020	Closed	1/09/2021	330	0.60%	\$ 1,000,000	\$ 5,425	\$ 4,389	\$ 1,512	\$ -	\$ 5,425	\$ 1,036
Bendigo & Adelaide Bank	19/10/2020	Closed	14/09/2021	330	0.60%	\$ 2,000,000	\$ 10,849	\$ 8,351	\$ 3,025	\$ -	\$ 10,849	\$ 2,499
Bank of Queensland	26/02/2021	Closed	24/09/2021	210	0.32%	\$ 2,000,000	\$ 3,682	\$ 2,174	\$ 1,613	\$ -	\$ 3,682	\$ 1,508
MyState	6/10/2020	Open	6/10/2021	365	0.70%	\$ 1,000,000	\$ 7,000	\$ 5,121	\$ 1,764	\$ 6,885	\$ -	\$ 1,764
MyState	15/10/2020	Open	15/10/2021	365	0.70%	\$ 2,000,000	\$ 14,000	\$ 9,896	\$ 3,529	\$ 13,425	\$ -	\$ 3,529
Bank of Queensland	26/02/2021	Open	25/10/2021	241	0.32%	\$ 2,000,000	\$ 4,226	\$ 2,174	\$ 1,613	\$ 3,787	\$ -	\$ 1,613
Bank of Queensland	25/02/2021	Open	25/11/2021	273	0.35%	\$ 2,000,000	\$ 5,236	\$ 2,397	\$ 1,764	\$ 4,162	\$ -	\$ 1,764
Macquarie Bank	25/02/2021	Open	23/12/2021	301	0.50%	\$ 1,000,000	\$ 4,123	\$ 1,712	\$ 1,260	\$ 2,973	\$ -	\$ 1,260
Bendigo & Adelaide Bank	1/03/2021	Open	5/01/2022	310	0.30%	\$ 1,000,000	\$ 2,548	\$ 995	\$ 756	\$ 1,751	\$ -	\$ 756
AMP	25/02/2021	Open	27/01/2022	336	0.75%	\$ 1,000,000	\$ 6,904	\$ 2,568	\$ 1,890	\$ 4,459	\$ -	\$ 1,890
Bendigo & Adelaide Bank	1/03/2021	Open	1/02/2022	337	0.30%	\$ 1,000,000	\$ 2,770	\$ 995	\$ 756	\$ 1,751	\$ -	\$ 756
Bendigo & Adelaide Bank	26/02/2021	Open	26/02/2022	365	0.30%	\$ 2,000,000	\$ 6,000	\$ 2,038	\$ 1,512	\$ 3,551	\$ -	\$ 1,512
Macquarie Bank	8/07/2021	Open	8/03/2022	243	0.40%	\$ 1,000,000	\$ 2,663	\$ -	\$ 921	\$ 921	\$ -	\$ 921
AMP	6/05/2021	Open	1/04/2022	330	0.55%	\$ 2,000,000	\$ 9,945	\$ 1,658	\$ 2,773	\$ 4,430	\$ -	\$ 2,773
Macquarie Bank	8/07/2021	Open	4/05/2022	300	0.40%	\$ 1,000,000	\$ 3,288	\$ -	\$ 921	\$ 921	\$ -	\$ 921
AMP	5/05/2021	Open	5/05/2022	365	0.70%	\$ 2,000,000	\$ 14,000	\$ 2,148	\$ 3,529	\$ 5,677	\$ -	\$ 3,529
Macquarie Bank	8/07/2021	Open	3/06/2022	330	0.40%	\$ 1,000,000	\$ 3,616	\$ -	\$ 921	\$ 921	\$ -	\$ 921
Bendigo & Adelaide Bank	16/07/2021	Open	15/06/2022	334	0.35%	\$ 1,000,000	\$ 3,203	\$ -	\$ 729	\$ 729	\$ -	\$ 729
Macquarie Bank	8/07/2021	Open	8/07/2022	365	0.40%	\$ 1,000,000	\$ 4,000	\$ -	\$ 921	\$ 921	\$ -	\$ 921
Bendigo & Adelaide Bank	16/07/2021	Open	15/07/2022	364	0.35%	\$ 1,000,000	\$ 3,490	\$ -	\$ 729	\$ 729	\$ -	\$ 729
Bank of Queensland	14/09/2021	Open	14/09/2022	365	0.38%	\$ 2,000,000	\$ 7,600	\$ -	\$ 333	\$ 333	\$ -	\$ 333
Bank of Queensland	24/09/2021	Open	27/09/2022	368	0.38%	\$ 2,000,000	\$ 7,662	\$ -	\$ 125	\$ 125	\$ -	\$ 125
Total Interest on Investments								\$ 51,005	\$ 34,408	\$ 58,447	\$ 24,888	\$ 32,330
Interest on General Accounts												\$ 999
Total Interest												\$ 33,329
Interest transferred to/from externally funded projects												\$ -
Net interest on investments												\$ 33,328.74

Due to the short-term nature of the term deposits, those deposits, which have not reached maturity, are included as cash in the Balance Sheet. They are adjusted during the year-end financial report process if required.

2.2 Operating expenditure

Total operating expenditure for the quarter was \$8.48M. The total expenditure for the quarter takes the total spend to 22% of the total revised budget expenditure for 2021/22.

2.2.1 Creditors

Creditors are currently at 30% or \$1.11M behind YTD budget. The main variations where project expenditure has been delayed are:

- Bridgewater female change rooms of \$244K, with project almost complete but the final invoice yet to be submitted
- various community planning projects totalling \$30K that have not yet commenced
- various community support works of \$595K, with multiple projects not yet commenced or delayed due to COVID-19 restrictions.

2.2.2 Fuel

During lockdown for COVID-19 many staff were, and still are, working from home and attending various meetings online, which has reduced the fuel costs to date. This is currently \$144K behind YTD budget, with some invoices yet to be processed for September.

2.2.3 Contractors

The main variation within the contractor’s expenditure relates to the timing of invoices that are received for waste and cleaning contracts. This is expected to continue throughout the year if the invoices are not received in a timely manner for processing.

2.2.4 Grants expense

The main variation within the grant allocation expense is due to early adoption of the grant payments and fast turnaround times for the grant paperwork by some committees.

2.2.5 Payments

During the quarter the following payments were made:

Creditor payments - cheque	\$38,521.68
Creditor payments - electronic funds transfer	\$5,451,869.50
Payroll (7 pays)	\$1,836,772.03
TOTAL	\$7,327,163.21

2.3 **Operating surplus**

As a result of the variances as explained in the previous pages, the operating surplus to date is \$8.84M compared to a revised budget deficit amount of \$4.95M.

3 CAPITAL EXPENDITURE

Total capital works expenditure for the quarter was \$1.89M or 8%. The total revised budget amount for 2021/22 is \$24.31M.

The main variations within capital expenditure relate to:

- building and property maintenance - the Building Asset Management Plan allocations are now finalised and some works are underway, but others are still in the design phase
- Pyramid Hill streetscape project of \$368K, with planning works underway
- flood mitigation works of \$372K for Pyramid Hill and Boort have been delayed due to timeframes for finalising land use activity agreement
- purchase of caravan parks have a variation of \$110K with a delay in finalisation of the sale with legislated gazetting requirements still to be completed
- various community planning projects of \$303K due to challenges in delivering community projects in a COVID-19 restricted environment with many community facilities closed temporarily.

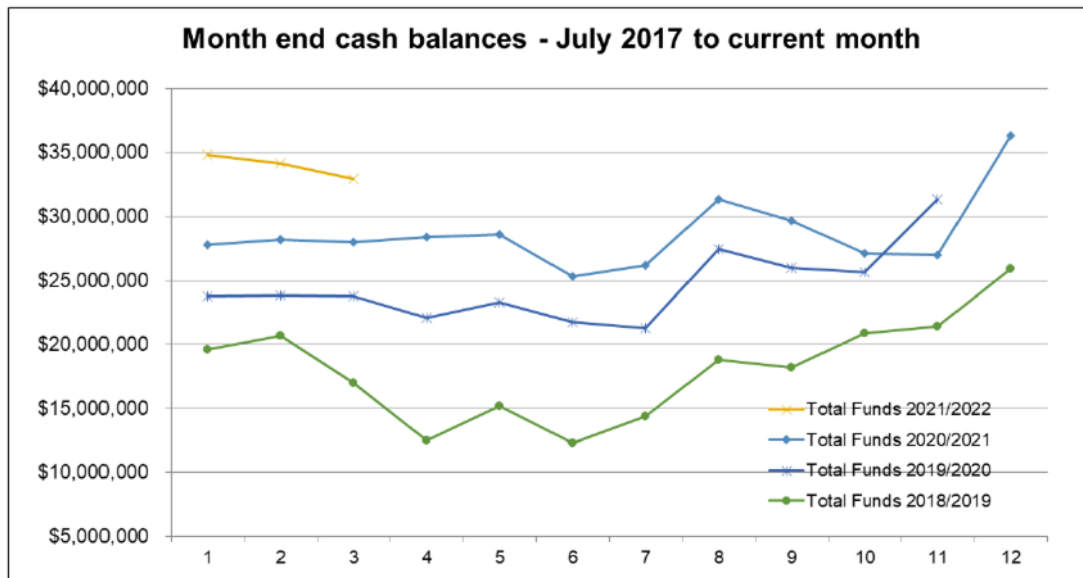
A full capital works report in detail is included in Appendix 7.

4 BALANCE SHEET

4.1 Cash

At the end of the month, Council’s overall cash total was \$33.4M, which includes a balance of \$4.9M in general accounts.

Month end balances for Council’s cash, from July 2017 until the current month, are reflected in the following graph:



4.2 Receivables

4.2.1 Debtors

Monthly balances of the various categories of debtors for the financial year are:

Debtor category	September 2020	June 2021	July 2021	August 2021	September 2021
Rates	9,928,636	166,196	11,626,401	10,968,436	10,233,756
Fire Services Property Levy	1,130,148	87,769	1,412,130	1,309,785	1,220,668
Total Rates & Fire Services Property Levy	11,058,784	253,965	13,038,531	12,278,221	11,454,425
Sundry debtors	1,430,350	1,084,503	826,753	923,879	981,837
Community loans/advances	1,200	-	-	-	-
Long term loans/advances	-	-	-	-	-
Employee superannuation	(8,183)	-	3,769	(633)	(5,035)
Magistrates court fines	100,319	96,810	96,810	96,810	96,810
LESS provision for doubtful debts	(127,248)	(127,248)	(122,528)	(122,528)	(122,528)
Total	12,455,223	1,308,031	13,843,335	13,175,749	12,405,509

4.2.2 Rates debtors

Outstanding rates and Fire Services Property Levy at the end of selected months were:

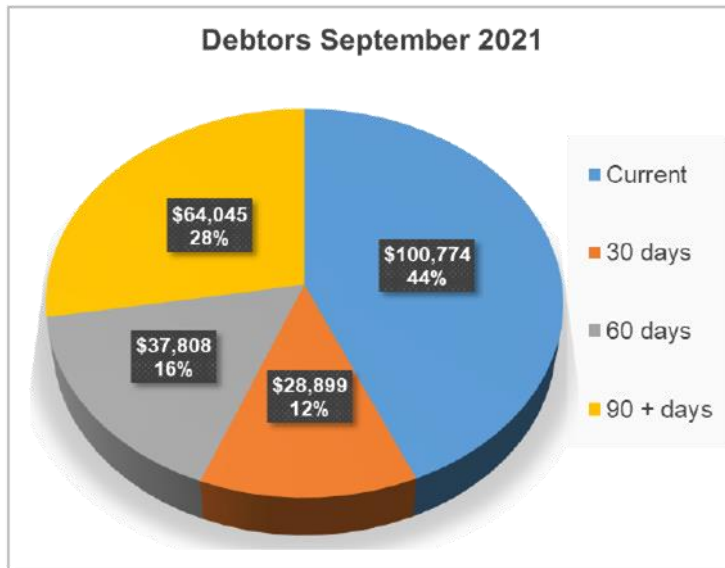
Rating year	Sept 2020 (2/10/2020)	June 2021 (8/7/2021)	July 2021 (5/7/2021)	August 2021 (2/9/2021)	Sept 2021 (1/10/2021)
2006/07 to 2016/17	39,418	31,283	31,918	31,517	31,841
2006/07 to 2016/17 FSPL	6,312	5,130	5,098	4,985	4,995
2017/18	26,532	18,094	18,283	16,989	16,487
2017/18 Fire Services Property Levy	5,706	4,685	4,400	4,283	4,188
2018/19	45,609	35,413	33,932	27,978	26,928
2018/19 Fire Services Property Levy	9,209	7,748	7,310	6,693	6,380
2019/20	176,984	86,323	81,046	71,020	63,759
2019/20 Fire Services Property Levy	28,924	16,129	14,501	13,345	12,220
2020/21	9,654,699	11,268	192,159	172,863	154,920
2020/21 Fire Services Property Levy	1,065,390	37,892	30,675	28,064	25,208
2021/22	-	-	11,282,838	10,661,790	9,953,549
2021/22 Fire Services Property Levy	-	-	1,336,370	1,238,694	1,153,949
Sub-total: arrears	11,058,784	253,965	13,038,531	12,278,221	11,454,424
Current year (outstanding but not due)	9,654,699	-	11,282,838	10,661,790	9,953,549
Fire Services Property Levy	1,065,390	-	1,336,370	1,238,694	1,153,949
Total outstanding	10,720,090	-	12,619,208	11,900,484	11,107,498
SUMMARY					
Rates in arrears	288,544	182,381	357,339	320,367	293,935
FSPL in arrears	50,151	71,584	61,985	57,370	52,991
Total arrears	338,694	253,965	419,323	377,737	346,926

4.2.3 Sundry debtors

Outstanding sundry debtors at the end of the month consist of:

Current	\$100,774	44%
30 days	\$28,899	12%
60 days	\$37,808	16%
90 + days	\$64,045	28%
Sub total routine debtors	\$231,525	100%
Government departments	\$630,411	
GST	\$119,901	
Total	\$981,837	
90 + days consists of:		
Community Wellbeing debtors	\$9,518	
Local community groups	\$0	
Others	\$53,655	
Total	\$63,172	

The mainstream sundry debtors (\$232K) have been broken into the amount of time they have been outstanding. At the time of this report, \$64K or 28% of that total has been outstanding for more than 90 days. All debtors are contacted as a matter of routine.



Total outstanding sundry debtors as at 30 September 2021 are \$982K. The majority of council's total debtors is Government departments with 64%, which are more likely to be collected.



4.3 Other assets

4.3.1 Property valuations

All rateable and non-rateable supplementary valuations are included in this report.

There were 153 supplementary valuations during the first quarter of 2021/22.

Type	Number	Site Value Movement	Capital Improved Value Movement	NAV Value Movement
Objection	153	-\$ 10,450,500	-\$ 10,450,500	-\$ 522,875
TOTAL	153	-\$ 10,450,500	-\$ 10,450,500	-\$ 522,875

The total rateable CIV at the end of September 2021 is now just over \$2.78B.

Valuation type	1 July 2021 Revaluation	Opening Balance	Supplementary Changes	Closing Balance
Site Value	\$ 1,887,413,300	\$ 1,886,299,000	-\$ 2,117,300	\$ 1,888,416,300
Capital Improved Value	\$ 2,774,839,400	\$ 2,766,631,900	-\$ 10,450,500	\$ 2,777,082,400
NAV	\$ 140,288,090	\$ 139,877,365	-\$ 522,875	\$ 140,400,240

4.3.2 Water rights

Council-owned water rights were valued at \$2.98M at 30 June 2021.

The rights are revalued to market at the end of each financial year.

There have been no purchases to date this financial year. A Council resolution in September 2021 will require a water trade from one allocation to another but is yet to be finalised.

4.3.3 Vision Super Defined Benefits Plan update

On 27 August 2021, Council received official notification of the 30 June 2021 actual Vested Benefit Index (VBI) for the sub-plan being 109.7%. This is a decrease from the previous quarter and it remains well above the required 100%.

Currently, under the superannuation prudential standards, VBI's must generally be kept above a fund's nominated shortfall, currently 97%. When an actuarial review/investigation is in progress the fund's VBI must be at least 100% as it was at 30 June 2021.

Below is the sub-plan's recent VBI history:

As at	30 June 2020 (actual)	30 Sept 2020 (estimated)	31 Dec 2020 (estimated)	31 March 2021 (estimated)	30 June 2021 (actual)
LASF DB	104.6%	104.5%	109.6%	111.5%	109.7%

5 COMMUNITY PLANNING FINANCIALS

5.1 Boort community plans

Boort ward carried forward \$135K into 2021/22 with the additional \$50K allocation there is currently \$185K available for the community planning group to allocate toward projects.

Current community planning projects planned for 2021/22 are outlined below:

Boort Community Plans					ACTUALS			BUDGET		
YEAR	LEDGER	LEDGER	JOB CODE	PROJECT	2021/22 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
					INCOME	XPENDITUR	NET COST	INCOME	XPENDITUR	NET COST
				Income						
				Unspent Allocation from Previous Years	\$134,684	\$0	\$134,684	\$134,684	\$0	\$134,684
				This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
				Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
				Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
				Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
				Transfer from Reserve	\$0	\$0	\$0	\$0	\$0	\$0
				Total Amount Available	\$184,684	\$0	\$184,684	\$184,684	\$0	\$184,684
2017/18		28850	2241951355XX	CP1170012241951355						
				Lake Boort Outdoor Furniture	\$0	\$0	\$0	\$0	\$1,105	\$1,105
CURRENT	16975			Boort Community Plans Unallocated	\$0	\$0	\$0	\$0	\$183,579	\$183,579
				Total Expenditure for the Year	\$0	\$0	\$0	\$0	\$184,684	\$184,684
				Total Amount Not Spent at the End of the Year, and Available for Next Year			\$184,684			\$0

5.2 Inglewood community plans

Inglewood ward carried forward \$186K into 2021/22 with the additional \$50K allocation there is currently \$236K available for the community planning group to allocate toward projects.

Current community planning projects planned for 2021/22 are outlined below:

Inglewood Community Plans					ACTUALS			BUDGET		
YEAR	LEDGER	LEDGER	JOB CODE	PROJECT	2021/22 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
					INCOME	XPENDITUR	NET COST	INCOME	XPENDITUR	NET COST
				Income						
				Unspent Allocation from Previous Years	\$186,405	\$0	\$186,405	\$186,405	\$0	\$186,405
				This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
				Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
				Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
				Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
				Total Amount Available	\$236,405	\$0	\$236,405	\$236,405	\$0	\$236,405
				LESS Expenditure for the Year						
2011/12	24804	2242054315XX	CP2110012242054315	Bridgewater Streetscape	\$0	\$0	\$0	\$0	\$39,427	\$39,427
2019/20	28856	2242054315XX	CP2200012242054315	Inglewood Eucy Museum Annex Alloc 2	\$0	\$0	\$0	\$0	\$81,000	\$81,000
2020/21		2242214305XX	CP2210012242214305	Bridgewater Hal Alloc 4	\$0	\$0	\$0	\$0	\$33,185	\$33,185
2020/21		2242954315XX	CP221002242954315	Inglewood Eucy Tractor Annex	\$0	\$0	\$0	\$0	\$33,185	\$33,185
CURRENT		2242214305XX		Inglewood Community Plans Unallocated	\$0	\$0	\$0	\$0	\$49,608	\$49,608
				Total Expenditure for the Year	\$0	\$0	\$0	\$0	\$236,405	\$236,405
				Total Amount Not Spent at the End of the Year, and Available for Next Year			\$236,405			\$0

5.3 Tarnagulla community plans

Tarnagulla ward carried forward \$195K into 2021/22 with the additional \$50K allocation there is currently \$245K available for the community planning group to allocate toward projects.

Current community planning projects planned for 2021/22 are outlined below:

Tarnagulla Community Plans					ACTUALS			BUDGET		
YEAR	LEDGER	LEDGER	JOB CODE	PROJECT	2021/22 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
					INCOME	XPENDITUR	NET COST	INCOME	XPENDITUR	NET COST
				Income						
				Unspent Allocation from Previous Years	\$195,276	\$0	\$195,276	\$195,276	\$0	\$195,276
				This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
				Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
				Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
				Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
				Total Amount Available	\$245,276	\$0	\$245,276	\$245,276	\$0	\$245,276
				LESS Expenditure for the Year						
2017/18	12924	2243218605XX	CP3170052243218605	Newbridge Solar Bollards	\$0	\$0	\$0	\$0	\$1,234	\$1,234
2018/19	17307	2243218605XX	CP3170062243218605	Rheda Hall verandah Flood Light	\$0	\$0	\$0	\$0	\$1,533	\$1,533
2018/19	17309	2243218605XX	CP316002243218605	Newbridge Rec Reserve BBQ Shelter	\$0	\$0	\$0	\$0	\$3,915	\$3,915
2019/20	18704	2243218605XX	CP3190012243218605	TaCPSF Laanecoorie Hall Paint	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2019/20	18706	2243218605XX	CP319002243218605	TaCPSF Tarnagulla Community Centre Asphalt	\$0	\$0	\$0	\$0	\$50,000	\$50,000
2019/20	28859	2243958620XX	CP3200082243958620	Newbridge Progress Park BBQ and Shelter	\$0	\$0	\$0	\$0	\$10,509	\$10,509
2019/20	18710	2243218605XX	CP3200052243218605	Laanecoorie Notice Board	\$0	\$0	\$0	\$0	\$2,000	\$2,000
2019/20	18711	2243218605XX	CP3200072243218605	Newbridge Notice Board	\$0	\$882	\$882	\$0	\$2,000	\$2,000
2020/21		2243218605XX	CP3210012243218605	TaCPSF Shelbourne Railway	\$0	\$583	\$583	\$0	\$1,500	\$1,500
2020/21		2243958620XX	CP3200092243958620	TaCPSF Soldiers Memorial Park Toilets	\$0	\$0	\$0	\$0	\$30,000	\$30,000
2020/21		2243218605XX	CP3200112243218605	TaCPSF Laanecoorie Hall Paint Alloc 2	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2020/21		2243958620XX	CP321002243958620	Progress Park Electric Charger Station	\$0	\$0	\$0	\$0	\$15,000	\$15,000
2020/21		2243958620XX	CP3210032243958620	Progress Park Fitness Station	\$0	\$0	\$0	\$0	\$15,000	\$15,000
CURRENT		2243218605XX		Tarnagulla Community Plans Unallocated	\$0	\$0	\$0	\$0	\$72,585	\$72,585
				Total Expenditure for the Year	\$0	\$1,465	\$1,465	\$0	\$245,276	\$245,276
				Total Amount Not Spent at the End of the Year, and Available for Next Year			\$243,811			\$0

5.4 Terrick community plans

Terrick ward carried forward \$117K into 2021/22 with the additional \$50K allocation there is currently \$167K available for the community planning group to allocate toward projects.

Current community planning projects planned for 2021/22 are outlined below:

Terrick Community Plans					ACTUALS			BUDGET		
YEAR	LEDGER	LEDGER	JOB CODE	PROJECT	2021/22 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
					INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
				Income						
				Unspent Allocation from Previous Years	\$117,054	\$0	\$117,054	\$117,054	\$0	\$117,054
				This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
				Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
				Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
				Total Amount Available	\$167,054	\$0	\$167,054	\$167,054	\$0	\$167,054
				LESS Expenditure for the Year						
2010/11	18279	2244218865XX	CP4100012244218865	Pyramid Hill Rural Water Community Areas	\$0	\$0	\$0	\$0	\$7,091	\$7,091
2017/18	28849	2244958880XX	CP4170012244958880	Pyramid Hill Memorial Hall Power Upgrade	\$0	\$0	\$0	\$0	\$0	\$0
2018/19	18352	2244218865XX	CP4180022244218865	Dingee EPU Feasibility Study	\$0	\$0	\$0	\$0	\$12,000	\$12,000
2018/19	27907	2244958880XX	CP4160012244958880	P/H Lions Park Redevelopment	\$0	\$0	\$0	\$0	\$18,575	\$18,575
2019/20	18712	2244218865XX	CP4200012244218865	Mtiamo Sporting Rooms Flood Upgrade	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2019/20	18713	2244218865XX	CP4200022244218865	Dingee Memorial Hall Toilet	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2020/21		2244218865XX	CP4210012244218865	Calivil Rec BBQ & Shelter	\$0	\$34,960	\$0	\$0	\$35,000	\$35,000
2020/21		2244218865XX	CP4210022244218865	Dingee Hall Disabled Toilet	\$0	\$0	\$0	\$0	\$14,388	\$14,388
2020/21		2244218865XX	CP4210032244218865	East Loddon Community Centre Elec Wiring	\$0	\$0	\$0	\$0	\$0	\$0
				Terrick Community Plans Unallocated	\$0	\$0	\$0	\$0	\$50,000	\$50,000
				Total Expenditure for the Year	\$0	\$34,960	\$0	\$0	\$167,054	\$167,054
				Total Amount Not Spent at the End of the Year, and Available for Next Year			\$167,054			\$0

5.5 Wedderburn community plans

Wedderburn ward carried forward \$224K into 2021/22 with the additional \$50K allocation there is currently \$274K available for the community planning group to allocate toward projects.

Current community planning projects planned for 2021/22 are outlined below:

Wedderburn Community Plans					ACTUALS			BUDGET		
YEAR	LEDGE	LEDGER	JOB CODE	PROJECT	2021/22 FINANCIAL YEAR			2021/22 FINANCIAL YEAR		
					INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
				Income						
				Unspent Allocation from Previous Years	\$224,301	\$0	\$224,301	\$224,301	\$0	\$224,301
				This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
				Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
				Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
				Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
				Total Amount Available	\$274,301	\$0	\$274,301	\$274,301	\$0	\$274,301
				Expenditure						
2016/17	16912	2245219490XX	CP5160012245219490	Wedderburn Town Entry	\$0	\$16,323	\$16,323	\$0	\$9,088	\$9,088
2016/17	16913	2245219490XX	CP5160022245219490	Wedderburn Caravan Park	\$0	\$0	\$0	\$0	\$50,000	\$50,000
2018/19	27909	2245959500XX	CP5180012245959500	Wedderburn Caravan Park Redevelopment	\$0	\$0	\$0	\$0	\$25,000	\$25,000
2020/21		2245219490XX	CP5210012245219490	Wedderburn Birds Eye View	\$0	\$0	\$0	\$0	\$0	\$0
				Wedderburn Community Plans Unallocated	\$0	\$0	\$0	\$0	\$190,233	\$190,233
				Total Expenditure for the Year	\$0	\$16,323	\$16,323	\$0	\$274,301	\$274,301
				Total Amount Not Spent at the End of the Year, and Available for Next Year			\$257,978			\$0

APPENDIX 1: INCOME STATEMENT

Element	2021/22 Original Budget	2021/22 Revised Budget	2021/22 YTD Revised Budget	2021/22 YTD Actuals	2021/22 YTD Percentage Variance
Income					
69 - Statutory Fees	279,467	279,467	96,307	113,580	118%
70 - Fees & Charges	1,496,306	1,490,036	376,027	321,591	86%
71 - Contribution	0	420,000	0	7,448	#DIV/0!
73 - Interest	300,000	300,000	75,000	42,186	56%
77 - Reimbursements	252,259	257,259	68,105	63,682	94%
80 - Rates	11,841,819	11,841,819	11,627,337	11,644,396	100%
81 - Non Recurrent Grants (Operating)	23,911	539,686	106,424	129,172	121%
82 - Recurrent Grants (Operating)	6,326,588	6,626,411	1,667,791	1,778,478	107%
83 - Recurrent Grants (Capital)	2,387,726	2,834,856	1,099,538	103,584	9%
84 - Non Recurrent Grants (Capital)	0	8,504,623	5,860,905	2,976,276	51%
90 - VicRoads	510,705	510,705	127,677	141,008	110%
Total Income	23,418,781	33,604,862	21,105,111	17,321,401	82%
Expenses					
01 - Labour	12,052,505	12,347,946	2,806,253	2,737,619	98%
04 - Creditors	8,211,344	11,930,517	3,720,295	2,607,020	70%
05 - Stores	71,211	71,211	16,557	0	0%
06 - Fuel	1,071,763	1,071,763	267,903	123,455	46%
07 - Contractors	2,180,963	2,229,802	458,632	240,001	52%
08 - Depreciation	9,908,459	9,908,459	2,477,106	2,477,115	100%
09 - Utilities	559,671	559,671	115,146	105,590	92%
25 - Grants Expenditure	357,889	438,133	107,535	190,059	177%
45 - Bad Debts Expense	0	0	0	0	0%
63 - Reversal of Impairment Losses	0	0	0	0	0%
Total Expenses	34,413,805	38,557,502	9,969,427	8,480,859	85%
Net Result Surplus / (Deficit)	(10,995,024)	(4,952,640)	11,135,684	8,840,542	79%

*Income and expense items required by Australian Accounting Standards (AAS)

APPENDIX 2: CAPITAL WORKS STATEMENT

Element	2020/21 Original Budget	2020/21 Revised Budget	2020/21 YTD Revised Budget	2020/21 YTD Actuals	2020/21 YTD Percentage Variance
Funding Decisions					
88 - Reserves Transfer From	6,987,773	18,846,662	0	0	0%
89 - Reserves Transfer To	(1,944,500)	(1,944,500)	0	0	0%
74 - Asset Sales (Capital)	376,854	376,854	64,212	(11,000)	-17%
Total Funding Decisions	5,420,127	17,279,016	64,212	(11,000)	-17%
Capital Expenditure					
21 - Caravan Parks	7,500	984,094	967,219	856,254	89%
41 - Community Planning - Boort	50,000	184,684	46,170	0	0%
42 - Community Planning - Inglewood	50,000	236,405	59,100	0	0%
43 - Community Planning - Tarnagulla	50,000	245,276	61,320	0	0%
44 - Community Planning - Terricks	50,000	167,054	41,763	0	0%
45 - Community Planning - Wedderburn	50,000	274,301	68,574	0	0%
47 - Grants & Community Planning	700,000	7,294,516	26,010	0	0%
49 - Swimming Pools	280,000	280,000	0	0	#DN/0!
65 - Information Technology	175,000	175,000	43,749	28,391	65%
71 - Council Engineering and Technical Services	100,000	100,000	24,999	0	0%
72 - Project & Contract Management	1,307,292	7,334,096	1,833,516	855,994	47%
73 - Roads to Recovery	2,387,726	3,868,074	967,014	64,401	7%
75 - Local Laws and Animal Management	0	102,121	0	0	#DN/0!
82 - Building & Property Maintenance	270,000	981,383	245,346	34,825	14%
84 - Plant and Fleet	1,392,920	1,392,920	36,876	51,068	138%
90 - Parks & Townships	50,000	99,086	24,771	0	0%
96 - Waste Management	0	321,100	80,274	0	0%
98 - Waterways Management	0	272,664	68,166	0	0%
Total Capital Expenditure	6,920,438	24,312,774	4,594,867	1,890,933	41%
Non Cash Adjustments					
08 - Depreciation	9,908,459	9,908,459	2,477,106	2,477,115	100%
45 - Bad Debts Expense	0	0	0	0	0%
63 - Reversal of Impairment Losses	0	0	0	0	0%
Total Non Cash Adjustments	9,908,459	9,908,459	2,477,106	2,477,115	100%
Accumulated surplus brought forward	2,987,622	6,321,696	6,321,696	0	100%
Net Cash Surplus / (Deficit)	400,746	4,243,757	15,403,831	9,415,724	61%

APPENDIX 3: NET RESULT BY SERVICE AREA

Service Area	2021/22 Full Year Budget	2021/22 Total Revised Budget	2021/22 YTD Revised Budget September	2021/22 YTD Actuals September	2021/22 YTD Percentage Revised Variance September
11 - Administration and Management	2,886,685	3,141,712	755,868	706,459	6.54%
12 - Economic Development	35,546	147,303	86,195	64,075	25.66%
13 - Council Administration	484,363	540,478	154,072	115,475	25.05%
14 - Library Services	218,018	218,018	54,504	102,831	-88.67%
15 - Media	78,868	82,391	18,081	8,652	52.15%
21 - Caravan Parks	(61,000)	394,495	436,395	867,341	-98.75%
22 - Loddon Discovery Tours	0	(45)	5,141	565	89.00%
23 - Tourism	392,662	419,146	92,771	87,198	6.01%
31 - Aged Care Services	623,929	1,461,922	179,023	184,636	-3.14%
32 - Elderly Persons Units	(15,252)	13,998	17,139	14,524	15.26%
33 - Rural Access	0	145,031	36,258	0	100.00%
34 - Seniors	93,958	93,648	39,028	21,981	43.68%
40 - Community Support	1,218,901	1,443,857	370,900	227,555	38.65%
41 - Community Planning - Boort	50,000	184,684	46,170	0	100.00%
42 - Community Planning - Inglewood	50,000	236,405	59,100	0	100.00%
43 - Community Planning - Tarnagulla	50,000	245,276	61,320	1,465	97.61%
44 - Community Planning - Terricks	50,000	167,054	41,763	34,960	16.29%
45 - Community Planning - Wedderburn	50,000	274,301	68,574	16,323	76.20%
46 - Emergency Management	16,508	90,224	27,160	10,697	60.61%
47 - Grants & Community Planning	977,000	2,574,045	(4,443,308)	(2,657,218)	-40.20%
48 - Municipal Health & Wellbeing	6,500	110,379	27,096	27,500	-1.49%
49 - Swimming Pools	864,638	904,638	12,148	41,345	-240.34%
50 - Maternal and Child Health	90,045	276,040	66,996	(26,087)	138.94%
51 - Early Years	154,031	517,233	132,801	(69,237)	152.14%
52 - Boort Pre School	(0)	0	1,934	(8,786)	554.27%
53 - Dingee Pre School	0	(0)	3,836	(18,301)	577.08%
54 - Inglewood Pre School	0	0	1,037	2,091	-101.65%
55 - Pyramid Hill Pre School	0	0	1,810	(4,565)	352.20%
56 - Wedderburn Pre School	0	(0)	1,633	(23,202)	1520.79%
57 - Immunisation	39,475	39,043	9,632	4,837	49.79%
59 - Youth	6,000	37,913	9,477	387	95.92%

APPENDIX 3: NET RESULT BY SERVICE AREA (Continued)

Service Area	2021/22 Full Year Budget	2021/22 Total Revised Budget	2021/22 YTD Revised Budget September	2021/22 YTD Actuals September	2021/22 YTD Percentage Revised Variance September
60 - Corporate Governance	156,199	179,777	58,953	79,603	-35.03%
61 - Financial Services	(10,360,057)	(25,598,704)	(6,939,096)	(595,058)	-91.42%
62 - Rates & Property	(9,844,944)	(9,760,990)	(9,789,189)	(9,746,287)	-0.44%
63 - Customer Service	301,088	298,803	72,231	61,732	14.53%
64 - Information Management	254,152	193,201	47,265	76,820	-62.53%
65 - Information Technology	1,068,475	1,083,727	330,098	276,785	16.15%
66 - Human Resources & Development	646,456	869,368	181,019	132,510	26.80%
67 - Risk Management	456,315	455,240	327,882	352,860	-7.62%
71 - Council Engineering & Technical Services	315,079	354,368	89,720	23,154	74.19%
72 - Project & Contract Management	1,385,443	3,753,105	938,274	879,249	6.29%
73 - Roads to Recovery	0	1,554,317	388,575	(39,183)	110.08%
74 - Building Regulation	79,424	77,967	17,909	(5,198)	129.03%
75 - Local Laws and Animal Management	307,232	630,533	140,815	100,688	28.50%
76 - Public Health	110,946	109,466	(668)	376	-156.32%
77 - Strategic & Statutory Planning	184,349	181,600	42,439	(9,394)	122.14%
80 - Air Strips	9,239	9,239	3,300	2,846	13.75%
82 - Building & Property Maintenance	1,138,024	2,183,569	585,822	275,244	53.02%
84 - Plant and Fleet	(1,102,980)	(1,102,980)	(418,105)	(932,727)	123.08%
86 - Gravel Pits	(77,962)	(77,962)	(19,491)	4,290	-122.01%
88 - Management & Administration	534,853	529,313	126,546	152,517	-20.52%
90 - Parks & Townships	987,141	1,157,802	278,043	210,365	24.34%
92 - Roads	4,706,559	4,554,678	1,052,411	1,144,725	-8.77%
94 - DoT Routine Maintenance Contract	(70,741)	(70,741)	(26,145)	(41,943)	60.42%
96 - Waste Management	(5,137)	250,472	(1,312,464)	(1,553,199)	18.34%
98 - Waterways Management	59,222	181,886	45,471	0	100.00%
Grand Total	(400,746)	(4,243,757)	(15,403,831)	(9,415,724)	-38.87%

APPENDIX 4: BALANCE SHEET

	September 2021 As per trial balance	June 2022 As per adopted budget	June 2021 As per financial statements	September 2020 As per trial balance
ASSETS				
CURRENT ASSETS				
Cash and cash equivalents	\$33,380,247	\$8,685,966	\$20,262,389	\$28,175,866
Other financial assets	\$0	\$0	\$17,183,417	\$0
Trade and other receivables	\$12,101,349	\$447,116	\$1,350,744	\$12,453,955
Financial assets	\$69,391	\$0	\$235,646	\$139,112
Inventories	\$24,118	\$24,170	\$24,120	\$26,800
Non-current assets classified as held for sale	\$222,784	\$540,076	\$222,784	\$540,076
TOTAL CURRENT ASSETS	\$45,797,888	\$9,697,328	\$39,279,100	\$41,335,809
NON-CURRENT ASSETS				
Trade and other receivables	\$0	\$0	\$0	\$1,268
Financial assets	\$284,783	\$276,604	\$284,783	\$275,436
Intangible assets	\$2,674,570	\$2,979,650	\$2,674,570	\$2,979,650
Property, infrastructure, plant and equipment	\$352,808,122	\$398,955,092	\$356,110,941	\$360,374,367
TOTAL NON-CURRENT ASSETS	\$355,767,475	\$402,211,346	\$359,070,294	\$363,630,721
TOTAL ASSETS	\$401,565,363	\$411,908,674	\$398,349,394	\$404,966,530
LIABILITIES				
CURRENT LIABILITIES				
Trade and other payables	\$152,523	\$373,585	\$1,471,993	\$763,561
Trust funds and deposits	\$1,735,676	\$321,633	\$365,171	\$1,609,822
Unearned income	\$0	\$0	\$2,976,276	\$0
Provisions	\$2,955,437	\$2,399,811	\$2,940,884	\$2,653,379
Interest bearing loans and borrowings	\$0	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$4,843,636	\$3,095,029	\$7,754,324	\$5,026,762
NON-CURRENT LIABILITIES				
Provisions	\$1,512,661	\$2,386,417	\$1,512,661	\$1,716,013
Interest bearing loans & borrowings	\$0	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$1,512,661	\$2,386,417	\$1,512,661	\$1,716,013
TOTAL LIABILITIES	\$6,356,297	\$5,481,446	\$9,266,985	\$6,742,775
NET ASSETS	\$395,209,067	\$406,427,229	\$389,082,409	\$398,223,758
EQUITY				
Accumulated Surplus	\$97,065,212	\$98,721,758	\$90,938,554	\$96,965,874
Asset Revaluation Reserve	\$272,598,734	\$301,069,371	\$270,327,459	\$278,439,144
Other Reserves	\$25,545,121	\$6,636,100	\$27,816,396	\$22,818,739
TOTAL EQUITY	\$395,209,067	\$406,427,229	\$389,082,409	\$398,223,758

APPENDIX 5: CASH FLOW STATEMENT

Cash flows from operating activities	Adopted Budget 2021/22	YTD Actual September 2021
Rates and charges	12,233,872	443,936
Statutory fees and fines	321,442	157,347
User fees	1,689,966	160,512
Grants - operating	6,477,509	2,474,817
Grants - capital	2,435,481	103,584
Contributions - monetary	-	7,448
Reimbursements and subsidies	778,223	204,690
Interest received	300,000	36,174
Net GST refund (payable)	(141,370)	1,449,161
Trust funds and deposits taken	(16,928)	1,370,505
Payments to employees	(11,853,406)	(3,024,042)
Payments to suppliers	(12,874,118)	(5,561,511)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-
Share of net profits of associates and joint ventures	-	-
Other income	-	-
Net cash provided (used in) investing activities	(649,329)	(2,177,379)
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(6,663,583)	(1,888,180)
Proceeds from sale of property, infrastructure, plant and equipment		-
Term deposits	1,200	17,183,417
Payment for intangible assets		-
Loans and advances to community organisations		-
Repayment of loans and advances from community organisations		-
Net cash provided by (used in) investing activities	(6,662,383)	15,295,237
Cash flows from financing activities		
Repayment of interest bearing loans and borrowings	-	-
Borrowing costs	-	-
Net cash provided by (used in) financing activities	-	-
Net increase/(decrease) in cash and cash equivalents	(7,311,712)	13,117,858
Cash and cash equivalents at the beginning of the financial year	15,997,678	20,262,389
Cash and cash equivalents at the end of the financial year	8,685,966	33,380,247

APPENDIX 6: FULL CAPITAL WORKS

Cost Centre	2021/22 Full Year Budget	2021/22 Total Revised Budget	2021/22 YTD Revised Budget September	2021/22 YTD Actuals September	2021/22 YTD Revised Variance September
11 - Commercial Services	7,500	984,094	967,219	856,254	110,965
21 - Caravan Parks	7,500	984,094	967,219	856,254	110,965
1890 - Caravan Park-Capital	7,500	7,500	1,875	0	1,875
1910 - Caravan Park Improvement Prog	0	125,092	125,092	26,078	99,014
1921 - Caravan Park Purchase	0	836,502	836,502	830,176	6,327
1922 - Caravan Park Entrance	0	15,000	3,750	0	3,750
22 - Community Support	1,230,000	8,682,236	302,937	0	302,937
41 - Community Planning - Boort	50,000	184,684	46,170	0	46,170
1355 - Boort Community Plans-Capital	50,000	184,684	46,170	0	46,170
42 - Community Planning - Inglewood	50,000	236,405	59,100	0	59,100
4315 - Inglewood Community Plans - Ca	50,000	236,405	59,100	0	59,100
43 - Community Planning - Tarnagulla	50,000	245,276	61,320	0	61,320
8620 - Tarnagulla Community Plans - C	50,000	245,276	61,320	0	61,320
44 - Community Planning - Terricks	50,000	167,054	41,763	0	41,763
8680 - Terrick Community Plans - Capi	50,000	167,054	41,763	0	41,763
45 - Community Planning - Wedderburn	50,000	274,301	68,574	0	68,574
9500 - Wedderburn Community Plans - C	50,000	274,301	68,574	0	68,574
47 - Grants & Community Planning	700,000	7,294,516	26,010	0	26,010
1477 - Boort Park Grants	0	4,489	1,122	0	1,122
2340 - Community Plans Strategic Fund	500,000	500,000	0	0	0
3000 - Donaldson Park Grants	0	3,334,093	0	0	0
4520 - Inglewood Sports Centre Grants	0	49,121	12,279	0	12,279
4745 - Lake Boort Projects	0	686,231	0	0	0
6270 - Plan & Strategy Implementation	0	50,432	12,609	0	12,609
7252 - Pyramid Hill Com Centre Grants	200,000	2,670,150	0	0	0
49 - Swimming Pools	280,000	280,000	0	0	0
6500 - Pool Capital Works	280,000	280,000	0	0	0
33 - Information Management	175,000	175,000	43,749	28,391	15,358
65 - Information Technology	175,000	175,000	43,749	28,391	15,358
6180 - PC Replacement	175,000	175,000	43,749	28,391	15,358

APPENDIX 7: FULL CAPITAL WORKS (Continued)

Cost Centre	2021/22 Full Year Budget	2021/22 Total Revised Budget	2021/22 YTD Revised Budget September	2021/22 YTD Actuals September	2021/22 YTD Revised Variance September
41 - Assets & Infrastructure	3,795,018	11,302,170	2,825,529	920,395	1,905,134
71 - Council Engineering & Technical Services	100,000	100,000	24,999	0	24,999
8260 - Skinners Flat Water Supply	100,000	100,000	24,999	0	24,999
72 - Project & Contract Management	1,307,292	7,334,096	1,833,516	855,994	977,522
1590 - Bridges and Culverts Capital W	0	278,642	69,660	0	69,660
3025 - Drainage Capital Works	350,000	281,500	70,374	26,993	43,381
3585 - Flood Mitigation PH	0	1,148,000	286,998	0	286,998
3586 - Flood Mitigation Brt	0	340,445	85,110	0	85,110
3655 - Footpaths Capital Works	0	1,088,852	272,211	147,417	124,794
4650 - Kerb & Channel Capital Works	0	166,576	41,643	19,353	22,290
5670 - Minor Plant & Equip-Capital	0	20,000	5,001	0	5,001
7250 - Pyramid Hill Streetscape	0	1,520,604	380,148	12,385	367,763
7345 - Recreation Reserve Mowers	35,000	35,000	8,751	31,818	(23,067)
7585 - Road Amenity Capital Works	121,449	0	0	0	0
7600 - Road Construction Capital Work	311,734	2,117,588	529,398	484,014	45,384
7630 - Road Resheets Capital Works	356,619	158,723	39,681	106,176	(66,495)
7660 - Road Safety Capital Works	132,490	150,600	37,650	27,448	10,202
8785 - Traffic Count Equipment	0	0	0	390	(390)
8830 - Trails Signage	0	27,566	6,891	0	6,891
73 - Roads to Recovery	2,387,726	3,868,074	967,014	64,401	902,613
1590 - Bridges and Culverts Capital W	146,701	1,370,562	342,639	1,295	341,344
3025 - Drainage Capital Works	0	39,240	9,810	0	9,810
3655 - Footpaths Capital Works	108,324	0	0	0	0
4650 - Kerb & Channel Capital Works	132,490	0	0	0	0
7585 - Road Amenity Capital Works	0	100,336	25,083	0	25,083
7600 - Road Construction Capital Work	916,004	983,130	245,781	0	245,781
7620 - Road Reseals	1,084,207	1,067,920	266,979	0	266,979
7630 - Road Resheets Capital Works	0	160,065	40,017	49,777	(9,760)
7675 - Road Shoulder Sheet Capital Wo	0	146,821	36,705	13,329	23,376
42 - Development & Compliance	0	102,121	0	0	0
75 - Local Laws and Animal Management	0	102,121	0	0	0
6735 - Pound Livestock	0	102,121	0	0	0
44 - Works	1,712,920	3,067,153	455,433	85,893	369,540
82 - Building & Property Maintenance	270,000	981,383	245,346	34,825	210,521
1725 - Building Asset Project-Capital	265,000	976,383	244,095	34,825	209,270
2520 - Council Property Fencing	5,000	5,000	1,251	0	1,251
84 - Plant and Fleet	1,392,920	1,392,920	36,876	51,068	(14,192)
3550 - Fleet Replacement	127,500	127,500	31,875	51,068	(19,193)
5685 - Minor Plant & Equipment	20,000	20,000	5,001	0	5,001
6435 - Plant Replacement	1,245,420	1,245,420	0	0	0
90 - Parks & Townships	50,000	99,086	24,771	0	24,771
6270 - Plan & Strategy Implementation	50,000	99,086	24,771	0	24,771
96 - Waste Management	0	321,100	80,274	0	80,274
8865 - Transfer Stations Upgrades	0	321,100	80,274	0	80,274
98 - Waterways Management	0	272,664	68,166	0	68,166
1835 - Bridgewater Foreshore S2	0	272,664	68,166	0	68,166
Grand Total	6,920,438	24,312,774	4,594,867	1,890,933	2,703,934

10.3 ADOPTION OF THE FINANCIAL PLAN 2020-21 TO 2030-31

File Number: FOL/19/432517
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Financial Plan 2020-21 to 2030-31

RECOMMENDATION

That Council, having requested feedback on the Draft Financial Plan and having received no public submissions, adopts the Financial Plan 2020-21 to 2030-31.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

At the Council Forum on 14 September 2021, Council discussed the Draft Financial Plan (the Plan) prior to the document being advertised for public feedback.

At the Council Forum on 12 October 2021, Council discussed the changes made to the Plan because of the deliberative engagement process with the Community Reference Group.

BACKGROUND

The draft Plan was advertised for public comment from Saturday 25 September 2021 to Friday 8 October 2021, using the Community Engagement Policy as guidance.

During this period, copies were made available on Council's website and a printed copy posted to ratepayers where requested.

Advertisements were placed in the Bendigo Advertiser along with the Loddon Herald.

The Plan was also emailed to the Community Reference Group and a virtual feedback session held on Wednesday 6 October 2021.

ISSUES/DISCUSSION

There were no written submissions received during the period for public comment. However, the Community Reference Group provided feedback, and this was incorporated into the final draft that was provided to the Council Forum on 12 October 2021.

Feedback included:

- a stronger link to the strategic context contained within the Council Plan
- more detail in relation to the risks associated with the plan
- additional commentary around the financial sustainability indicators
- additional commentary and a benefits analysis on the strategic actions to improve financial sustainability over the life of the plan
- additional detail throughout the document to ensure it is clear enough for all interested community members to interpret.

COST/BENEFITS

The benefits to Council and the community are that a consultative process complies with the Local Government Act 1989, and Local Government Act 2020, and allows the community to provide feedback to Council on the content of the document.

Additional benefit is the plan provides a long-term operational and strategic plan that allocates resources to understand the long term financial implications of the plan.

The cost of developing budget and financial documents is operational.

RISK ANALYSIS

There is a risk that Council expenditure will exceed budget at a point in time or that Council does not have enough cash to deliver the required services in the future, however, this risk is minimised through a range of monitoring and reporting activities.

CONSULTATION AND ENGAGEMENT

Under section 91(4) of the Local Government Act 2020, the Financial Plan is subject to deliberative engagement. In accordance with Council's Community Engagement Policy, deliberative engagement occurs when participants are provided with a specific matter to consider, and are informed, supported, and given sufficient time to provide feedback on the relevant information.

As part of Council's engagement on the financial plan, Council surveyed the community and asked:

"Council's budget is constrained by rate capping, availability of grants, and any charges paid for services. When Council is considering new or improved services or new projects would it be more acceptable for Council to fund the service or project and ongoing costs through...:

- *An increase in rates applied for through a special rate variation*
- *Prioritisation and reduction of current service delivery to fund new services or projects*
- *Grants if/when they become available*
- *'User pays' charges.*

Survey participants could choose one or more of the options. Over 70% responded 'grants if/when they become available'.

A workshop was also conducted with the Community Reference Group on 6 October 2021 with the aim of ensuring that public concerns and aspirations were consistently understood and considered, in accordance with Council's commitment on deliberative engagement.

LODDON SHIRE COUNCIL

FINANCIAL PLAN 2020-21 TO 2030-31



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
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RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Community Vision 2031 Council Plan 2021-2025 Annual Budget
RELATED LEGISLATION:	Local Government Act 2020
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\FINANCE\LTFP\202122 to 203031\Executive Summary\Financial Plan 2020-21 to 2030-31 v1 FINAL DRAFT.docx

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.

ACKNOWLEDGEMENT OF COUNTRY

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.

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FINANCIAL PLAN 2021/22 to 2030/31

EXECUTIVE SUMMARY

This 10-year Financial Plan has been developed to guide Council in long-term decision making and to support achievement towards the Community Vision and Council Plan.

Over the next 10 years Council's Comprehensive Income Statement is predicting that rates will increase by the estimated rate cap amount set annually by the State Government. This provides rate income of between \$11.8 million to \$15.1 million each year. It is expected that Council's recurring grants will continue to provide a similar amount of income to rates. Total operating income is therefore projected at between \$28.3 million to \$35.4 million each year.

Operating expenses are expected to increase at a higher rate than income. Employee costs, and materials and consumables are expected to increase by more than the consumer price index and the rate cap increase due to market forces. These increases, together with depreciation and other operating expenses, result in annual operating expenses of \$34.4 million to \$41.0 million each year.

The result is an operating deficit of around \$6.0 million annually. The cumulative impact of these annual deficits is \$60.16M over the 10-year period. This means that 'business-as-usual' will result in Council needing to either increase revenue or reduce expenses to ensure its financial sustainability.

Council's Balance Sheet shows declining cash levels from \$31.9 million down to \$6.2 million over the 10 years. There are no new borrowings over the life of the plan, and there are no existing borrowings.

The Capital Works Statement shows renewal and upgrade of assets at over \$6.0 million per annum. However this will result in a general decline of the condition of some assets.

Council recognises that a consistent shortfall in income, declining cash reserves and declining asset condition is not a formula to help deliver on the Community Vision 2031 and the Council Plan 2021-2025. For this reason, Council will be taking strategic actions to address the challenges identified and these are outlined in Section 6.2.

In accordance with Council's Community Engagement Policy and the deliberative engagement principles in the Local Government Act 2020, Council will engage to seek feedback on this and all future Financial Plans, noting that increases in revenue and/or reduction in expenses are key to ensure Council's financial sustainability in the long term.



FINANCIAL PLAN 2021/22 to 2030/31

1 PURPOSE

The purpose of this document is to set out the 10-year financial resources necessary to implement the initiatives and priorities of the Council Plan to achieve the aspirations of the Community Vision.

2 STRATEGIC CONTEXT

The community has documented its vision towards 2031 which is: Creating a community where everyone is welcome and all have the opportunity to live, work and thrive.

The community identified four strategic themes that will support the Community Vision:

1. A sustainable built and natural environment
2. A growing and vibrant community
3. A diverse and expanding economy
4. A supported and accessible community.

Council has developed the Council Plan 2021-2025 which its commitment to the community in working towards the Community Vision, and has identified the strategic objectives that fit within the Community Vision's strategic themes. Under each strategic objective are actions that Council intends to implement. This Financial Plan is the resource document that ensures Council has the human and financial resources to achieve the actions.

3 BUDGET IMPLICATIONS

This document forms the basis for the development of Council's Annual Budget.

4 RISK ANALYSIS

Developing this Financial Plan ensures compliance with the Local Government Act 2020. More importantly it provides Council with a long term view of its financial position based on a set of assumptions which are set out in the document. From this view Council can make more informed decisions about financial resource allocation over the long term.

Council acknowledges the risks associated with this Financial Plan, particularly as rates income is a significant proportion of Council's annual income. Therefore, a risk analysis has been undertaken regarding the risks associated with Council not being able to deliver on the Community Vision. This analysis is focused on the rate capping environment.



FINANCIAL PLAN 2021/22 to 2030/31

Risk Statement: Rate Capping Impacts on Financial Sustainability		
The requirement by Council to limit annual rates increases under the <i>Fair Go Rates System</i> parameters may result in Council becoming financial unsustainability over time.		
Inherent Risk		
Likelihood	Consequence	Risk Assessment
D: Unlikely: May occur but is not anticipated	5: Catastrophic: Financial impact: >\$1M	19: High
Residual Risk		
Likelihood	Consequence	Risk Assessment
E: Rare: Would only occur in exceptional circumstances	5: Catastrophic: Financial impact: >\$1M	15: Medium

Risk Assessment Criteria sourced from Council's Risk Management Policy.

This Financial Plan also includes sustainability ratios which are used to assess financial sustainability risk. Other risks are identified below:

Potential cause:

- changes in government financial policy (State or Federal grants)
- ability to react when faced with a disaster
- inability to sufficiently fund the renewal of the asset base or reduce the asset base
- inability to cap operational capability / reduce costs within funding envelope
- interest rate movement; labour costs are not controlled; further rate capping
- unknown expectations from the community
- lacking financial and/or resource management, limited project management, poor compliance.

Controls to assist:

- 10 year financial plan and 4 year Revenue & Rating Plan which focuses on maintaining good working capital; appropriate reserves and surplus positions
- procurement and delegations framework
- advocacy and long term relationships across government and region
- service delivery review commenced
- strong focus on asset management and funding of renewals
- finance systems in place; qualified staff across the organisation
- robust training and inductions for staff and Councillors.

Council has outlined strategic actions to assist in improving the financial sustainability in Section 6.2. A risk assessment of these actions is outlined in Section 10 – Benefit Assessment.

5 LEGISLATIVE REQUIREMENTS

This section describes how the Financial Plan links to the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community initiatives and priorities over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).



FINANCIAL PLAN 2021/22 to 2030/31

Each of the framework key documents are explained below:

Community Vision

A community vision reflects the consensus view of the future the community wants and needs, and the high level actions required to achieve desired outcomes.

Financial Plan

A Financial Plan is used by Council, community and the organisation to ensure the long term viability and sustainability of Council. It supports the achievement of the Community Vision and establishes investment and spending thresholds.

Asset Plan

The Asset Plan ensures effective management and stewardship of community assets.

Council Plan

Council Plan outlines the agenda for a new Council and supports the Community Vision through strategic objectives and strategies.

Revenue and Rating Plan

Revenue and Rating Plan outlines a medium-term view of how Council will raise revenue to support activities and achievement of Council Plan strategies and objectives.

Annual Budget

Council will develop and adopt a budget each year that describes in more detail the way in which revenue will be raised and expenditure directed. The budget must include 3-year financial projections as well as description of services, major initiatives and performance measures.

Workforce Plan

The Chief Executive Officer must prepare and maintain a 4-year Workforce Plan.

Annual Report and Local Government Performance Reporting Framework

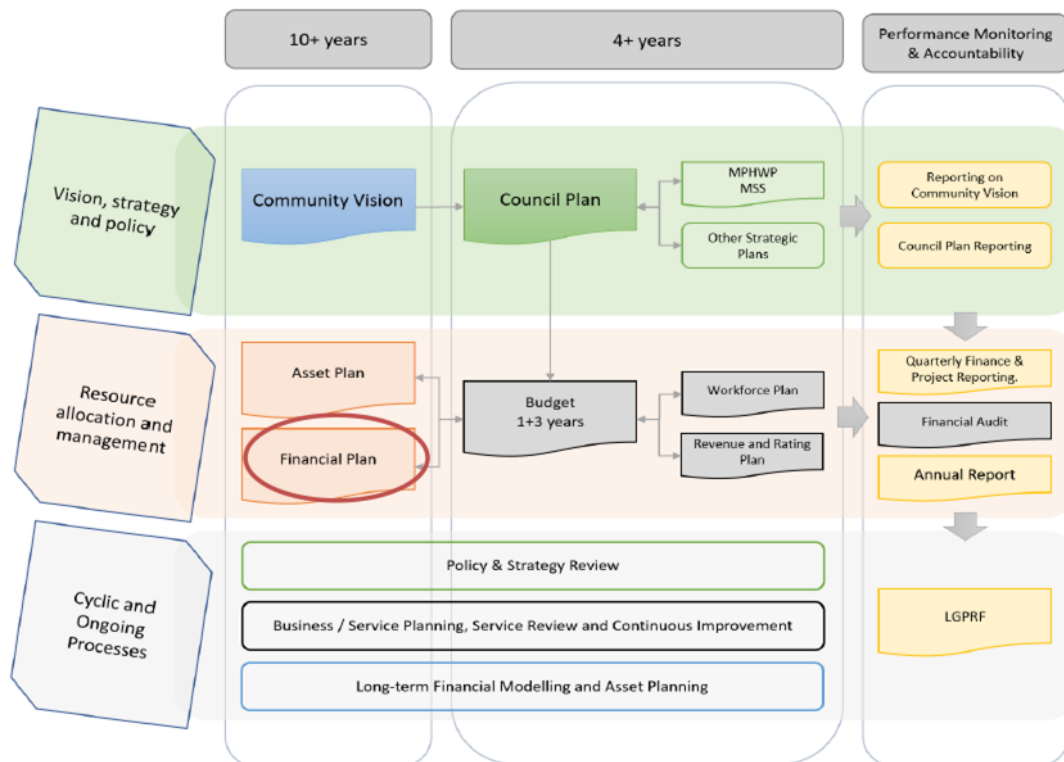
Council is accountable for its performance through the Annual Report, Local Government Performance Reporting Framework and mandatory quarterly financial reports that are presented to Council.

Many Councils develop and maintain additional mechanisms to ensure public accountability, these include: quarterly reporting on achievement of capital works and Council Plan initiatives, routine reporting on project, program and policy initiatives.

These documents, the purpose of each and how they fit within the integrated strategic and reporting framework for Council are shown below.



FINANCIAL PLAN 2021/22 to 2030/31



Demonstration how each element might inform or be informed by other parts of the integrated framework.

5.1 Strategic planning principles

The Financial Plan provides a 10-year projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's Financial Plan addresses the Community Vision by funding the initiatives and priorities of the Council Plan. The Council Plan initiatives and priorities are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the initiatives and priorities of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at Section 5.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.



FINANCIAL PLAN 2021/22 to 2030/31

5.2 Financial management principles

The Financial Plan demonstrates the following financial management principles:

1. Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
2. Management of the following financial risks:
 - a) the financial viability of the Council (refer to Section 6.1 Financial Policy Statements)
 - b) the management of current and future liabilities of the Council. The estimated 10-year liabilities are disclosed in Section 7.2 Balance Sheet projections
 - c) the beneficial enterprises of Council (not applicable to Council).
3. Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
4. Council maintains accounts and records that explain its financial operations and financial position (refer Section 7 Financial Statements).

5.3 Engagement principles

Council has adopted a Community Engagement Policy. This document requires deliberative engagement with the community.

Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders:

- a) draft Financial Plan prepared by management and discussed with Councillors
- b) community engagement is conducted by placing it out for community feedback using local news outlets and social media
- c) hearing of public submissions to the Financial Plan at the October Forum
- d) draft Financial Plan, including any revisions, presented to October Council meeting for adoption.

5.4 Service performance principles

Council services are designed to be targeted to community needs and value for money. The service performance principles are listed below:

- a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- b) services should be accessible to the members of the municipal community for whom the services are intended;



FINANCIAL PLAN 2021/22 to 2030/31

- c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- d) Council will seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

5.5 Asset plan integration

The purpose of the Asset Plan is to ensure the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment findings as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

Council is currently developing an Asset Plan which is required by legislation to be adopted by 30 June 2022.

6 FINANCIAL PLAN CONTEXT

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

6.1 Financial sustainability factors

This section defines any policy statements, and associated measures, that assists in demonstrating Council's financial sustainability.

There are targets set for each indicator to assist in measuring the points where Council will be financially sustainability. The projections included in this table reflect the current Financial Plan, it is proposed that these will move closer to target as the improvement actions are undertaken.



FINANCIAL PLAN 2021/22 to 2030/31

Policy statement	Measure	Target	Projections										
			Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Employee costs with limited increases *	Employee costs current year / employee cost prior year	<3.0%	15.2%	-1.4%	2.7%	2.0%	2.0%	2.2%	2.3%	2.2%	2.3%	2.2%	2.3%
Reduce the asset renewal gap	Asset replacement and upgrade / depreciation	90 - 100%	79.3%	61.1%	68.7%	82.2%	68.5%	60.3%	70.1%	62.6%	66.8%	66.0%	62.8%
Consistent surplus results (\$ or greater)	Total comprehensive result	> \$0	\$2,750	-\$6,038	-\$6,303	-\$5,383	-\$6,411	-\$6,189	-\$6,110	-\$6,092	-\$6,195	-\$5,834	-\$5,606
No borrowings	Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
All provisions for employees will be cash backed	Cash on hand less total of employee provisions	> \$0	\$ 16,230	\$ 28,143	\$ 24,781	\$ 20,855	\$ 17,419	\$ 14,964	\$ 11,743	\$ 9,335	\$ 6,495	\$ 4,137	\$ 2,453
All reserves will be cash backed	Remaining cash on hand less financial reserves balance	> \$0	-\$9,315	\$8,364	\$18,750	\$15,285	\$11,823	\$8,957	\$5,957	\$3,207	\$353	-\$1,972	-\$3,869
Maintain a positive cash flow result over the life of the plan	Cash and cash equivalents	> \$0	\$ 19,508	\$ 31,875	\$ 28,513	\$ 24,587	\$ 21,151	\$ 18,696	\$ 15,475	\$ 13,067	\$ 10,227	\$ 7,869	\$ 6,185

* An internal control has been put in place to ensure that employee costs do not increase outside the Enterprise Agreement set over the 4-year period. This ensures that employee costs can be monitored and maintained to a consistent level. The increase in Actual 2020/21 was the COVID-19 Working for Victoria Program. This program included a number of fully funded 6-month temporary roles to get staff back into the workforce and was fully funded externally

6.2 Strategic actions

Council has identified the following strategic actions that will support the financial sustainability of the Council and support the initiatives and priorities of the Community Vision and Council Plan.

The strategic actions include:

Action	Action	Impact on the Financial Plan
1	Review depreciation rates within each of the asset plans to ensure they are reflective of the useful lives of each asset class.	Adjustment: Depreciation expense and asset values. Impacts: Operating expenditure in the Comprehensive Income Statement. Also impacts the balance of the infrastructure assets group within the Balance Sheet. Desired outcome: Reduction in annual deficits.
2	Review Asset Management Plans to understand required maintenance and renewal levels to maintain the service levels of each asset class.	Adjustment: Maintenance costs and the required level of renewal/upgrade of the asset. Impacts: Operating expenditure in the Comprehensive Income Statement. Also impacts renewal/upgrade infrastructure costs within the Capital Expenditure Statement. Desired outcome: Reduction in the operating maintenance expenditure and renewal/upgrade expenditure.
3	Review and report to Council on the current operating environment to assess whether the current contingency amounts allocated for projects is appropriate.	Adjustment: Infrastructure capital project allocations. Impacts: Capital project expenditure with the Capital Works Statement. Desired outcome: Reduction in the capital works, higher delivery rates of capital works.
4	Review Financial Reserves Policy to ensure cash is not constrained unnecessarily.	Adjustment: Movement in reserve levels and available reserves. Impact: Balance Sheet and available operating expenditure. Desired outcome: Increase in cash and cash equivalents in Balance Sheet and offsetting a reduction in Other Reserves.
5	Revise Project Management Framework to ensure projects are phased and costed appropriately.	Adjustment: Infrastructure capital project allocations. Impact: Capital expenditure within the Capital Works Statement. Desired outcome: Improved forward financial planning for major projects within the Capital Works Statement



FINANCIAL PLAN 2021/22 to 2030/31

Action	Action	Impact on the Financial Plan
6	Revise Strategic Documents Framework to ensure strategies are appropriately costed and indexed, and costs are embedded into this Financial Plan.	<p>Adjustment: Future plans and strategies to further highlight the true cost to deliver actions outlined.</p> <p>Impact: Operating expenditure and capital expenditure where those relevant plans sit.</p> <p>Desired outcome: Improved forward financial planning for major projects within the Capital Works Statement and operating expenditure within the Comprehensive Income Statement.</p>
7	Continue development of 'pipeline of projects' to ensure 'shovel ready' projects when funding becomes available.	<p>Adjustment: Allocation of project expenditure and income to reflect more accurate timing.</p> <p>Impact: Operating expenditure, operating income and capital expenditure.</p> <p>Desired outcome: Improved forward financial planning for major projects within the Capital Works Statement and operating expenditure within the Comprehensive Income Statement.</p>
8	Investigate and report to Council on alternate purchasing options for plant (e.g. leasing of plant to spread the cost over the life of the asset).	<p>Adjustment: Offset capital cost against lease operating cost.</p> <p>Impact: Increase to operating expenditure and capital expenditure.</p> <p>Desired outcome: Reduction in capital costs and held assets within the Capital Works Statement and Balance Sheet along with reduction in some of the related reserves.</p>
9	Conduct process reviews on internal services to ensure they are efficient and cost-effective, and support external services provided to the community.	<p>Adjustment: Reflect cost-effective service delivery costs.</p> <p>Impact: Operating expenditure and operating income.</p> <p>Desired outcome: More streamlined processes which will lead to a reduction in operating expenditure with the Comprehensive Income Statement.</p>
10	Complete the Transitioning Towns Policy to establish minimum service levels for each town.	<p>Adjustment: Reflect cost-effective service delivery costs.</p> <p>Impact: Operating expenditure and operating income.</p> <p>Desired outcome: Understanding the required service level which should lead to a reduction in operating expenditure with the Comprehensive Income Statement.</p>
11	Undertake service reviews in consultation with the community to determine the best mix and level of service provided by Council for services provided to the community.	<p>Adjustment: Reflect cost-effective service delivery costs.</p> <p>Impact: Operating expenditure and operating income.</p> <p>Desired outcome: Understanding the required service level which may lead to a reduction in operating expenditure with the Comprehensive Income Statement.</p>
12	Report to Council on the potential to borrow funds (including relevant risk assessment) for strategic and/or intergenerational projects.	<p>Adjustment: Offset the cost of delivering projects using immediate Council funds to a long term borrowing option.</p> <p>Impact: Capital expenditure and balance sheet.</p> <p>Desired outcome: Should borrowings be used as a funding mechanism, desired outcome is a positive impact on the Financial Plan and the introduction of intergenerational equity.</p>
13	Investigate and report to Council the cost vs benefits of applying for a rate cap variation to the Essential Services Commission after above initiatives have been explored.	<p>Adjustment: Increased rate revenue for Council.</p> <p>Impact: Operating income.</p> <p>Desired outcome: Increase to ongoing rate revenue within the Comprehensive Income Statement.</p>
14	Explore shared services options available to Council.	<p>Adjustment: Potential to decrease costs or improve services.</p> <p>Impact: Operating expenditure.</p>



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Action	Action	Impact on the Financial Plan
		Desired outcome: Reduction in operating expenditure within the Comprehensive Income Statement.

A Benefits Assessment of the 14 strategic actions has been included in Section 10 of this report. This shows the extent of value each will add, and the significance of their impact on the financial results.

6.3 Assumptions to the Financial Plan statements

6.3.1 Comprehensive Income Statement

This section presents information regarding the assumptions to the Comprehensive Income Statement (Section 7.1) for the 10 years from 2021/22 to 2030/31.

6.3.2 Assumptions

The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement. The indicators shown are a percentage escalation movement.

Year ending	Ref.	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Consumer Price Index (CPI)	6.3.3	0.70%	1.50%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Rates and charges escalation	6.3.4	1.50%	1.70%	1.90%	2.10%	2.30%	2.50%	2.70%	2.90%	3.10%	3.30%
Rates and charges growth	6.3.5	0.00%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
Statutory fees and fines	6.3.6	1.50%	1.70%	1.90%	2.10%	2.30%	2.50%	2.70%	2.90%	3.10%	3.30%
User fees	6.3.7	1.50%	1.70%	1.90%	2.10%	2.30%	2.50%	2.70%	2.90%	3.10%	3.30%
Waste charges	6.3.8	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
VLGGC grants *	6.3.9	0.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants – other	6.3.10	0.70%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants – other non-recurrent	6.3.11	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Regional Roads Victoria income	6.3.12	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Interest rate income	6.3.13	0.00%	0.50%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Employee costs	6.3.14	3.00%	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Materials and services	6.3.15	1.50%	1.50%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Depreciation	6.3.16	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing costs	6.3.17	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other expenses	6.3.18	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%

* VLGGC grants are those provided by the Victorian Local Government Grants Commission.

6.3.3 Consumer Price Index (CPI)

In February 2021, the Reserve Bank of Australia (RBA) provided a forecast which stated that CPI would fluctuate over the December 2020 quarter to the June 2023 quarter. From a low of 0.70 in the December 2020 quarter to a high of 3.00 in the June 2021 quarter to a constant of 1.50 for three quarters between December 2021 quarter to December 2022 quarter before moving to 1.75 in the June 2023 quarter.



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The CPI forecast reported by the RBA is located below:

Period	Dec 2020	Jun 2021	Dec 2021	Jun 2022	Dec 2022	June 2023
CPI	0.90	3.00	1.50	1.50	1.50	1.75

An increase of 1.50 has been assumed for the first two years of the Financial Plan, and 1.75 has been assumed for the remaining years of the Financial Plan.

6.3.4 Rates and charges increase

The plan assumes base rate revenue will increase by 1.5% for the 2021/22 year, based on the state government rate cap, with estimated future annual increases of 0.2% per annum for the ensuing years of the Financial Plan.

6.3.5 Population growth

Council adopted an Economic Development and Tourism Strategy in November 2019. One of the strategic objectives is to balance population growth with local job growth. This Strategy notes that the southern sectors of the Shire are poised for growth. Council has set a target to assist in generating five new full-time equivalent community jobs across the Shire per annum between 2019 and 2024. If this is achieved, the population of the Shire could be expected to increase to 8066 people; an average annual increase of 0.7%. In this Financial Plan, Council has taken a conservative view, setting growth at 0.4%.

6.3.6 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, at the same amount as the estimated future annual increase in rates and charges, 0.2%. This is a conservative estimate as many fees are outside the control of Council. Based on recent history, statutory fees and fines may increase at the rate of CPI or remain fixed for several years.

6.3.7 User fees

The plan outlines that revenue from user fees is expected to increase by 0.2% annually. Details of user fees for the 2021/22 budget year can be found in Council's Fees and Charges Schedule that is adopted in conjunction with the budget. This increase is in line with the estimated future annual increase in rates and charges.

6.3.8 Waste charges

Waste charges are proposed to increase by 2.0% compared to 2020/21 levels in order to recover the total cost of waste management incurred across the Shire. Future years' waste charges are estimated to increase at the same rate but will be assessed annually to ensure Council continues to recover the full costs of providing waste services.

6.3.9 VLGGC grants

Council currently receives grants via the Victorian Local Government Grants Commission (VLGGC).

There are two types of grants – General Purpose Grant (GPG) which is used to fund the operational activities and services of Council, and Local Roads Grant (LRG) which is used to fund road and infrastructure maintenance. The VLGGC used financial modelling and populates using actual results of Loddon to calculate these components. Council has assumed that these grants will increase on an annual basis by approximately 3.0%. This is based on an average of 3.71% over the past ten years. This is shown in detail below in both value and growth:

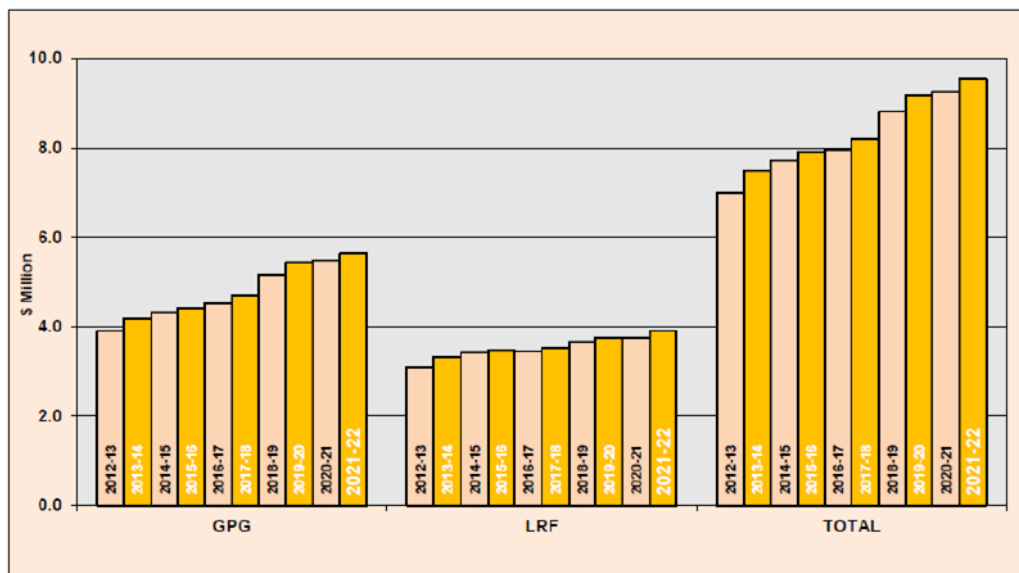


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Grants	Income received	% increase
2012	\$ 6,647,483	
2013	\$ 6,967,306	4.81%
2014	\$ 7,572,361	8.68%
2015	\$ 7,716,052	1.90%
2016	\$ 7,897,916	2.36%
2017	\$ 8,053,207	1.97%
2018	\$ 8,200,019	1.82%
2019	\$ 8,755,836	6.78%
2020	\$ 9,148,273	4.48%
2021	\$ 9,240,613	1.01%
2022	\$ 9,542,597	3.27%
	10-year average	3.71%

Breakdown of VLGGC Council has received over the last 10-year period.

Ten-Year Trend: Loddon Shire Council



How the grants are split between the General Purpose Grant (GPG) and the Local Roads Funding (LRF) component.

6.3.10 Grants – other

Council has assumed an escalation percentage of 2.0% for other grants. This is a figure slightly higher than forecast CPI and includes service income such as early years and home and community service delivery.

6.3.11 Grants – non-recurrent

Non-recurrent grants are once-off grants that Council receives to assist in the delivery of a specific operating or capital project. Where non-recurrent funds are sought to deliver a project this has been included within the Financial Plan. It is expected that if this funding is not approved, the project will not commence or other sources of funding will be required.



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6.3.12 Regional Roads Victoria income

Council currently provides a contracted maintenance and rectification service to Regional Roads Victoria (previously known as VicRoads) under contract. This contract is renewed every five years, with renewal not guaranteed but has been included in the plan for consistency purposes.

6.3.13 Interest rate income

In June 2021, economists at the Commonwealth Bank of Australia forecast that Australia's official cash rate will rise in November 2022 to 0.5%, before peaking at 1.25% in the third quarter of 2023. This projection has been used in Council's assumptions for this plan.

6.3.14 Employee costs

The 2021/22 year includes a 3.0% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Agreement. Council is currently in negotiations for its next Enterprise Agreement and has based indexation of employee costs on Enterprise Agreements finalised by similar Councils.

6.3.15 Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities and consumable items for a range of services.

Council also utilises external expertise on a range of matters, including legal services and audit. Council has aligned the increase in these costs with CPI due to the significant variability caused by market forces.

6.3.16 Depreciation

Depreciation estimates have been set at 2.0%. Council is currently completing work on various asset management plans along with assessment of useful lives of these assets which will provide more accurate estimates of depreciation.

6.3.17 Borrowing costs

Borrowing costs comprise the interest charged on Council's borrowings. Council currently does not have borrowings and the Financial Plan indicates no new borrowings over the 10 years of this plan.

6.3.18 Other expenses

Other expenses include administration costs such as associated with the day to day running of Council. CPI has been used to escalate these amounts.

6.4 **Other matters impacting the 10-year financial projections**

6.4.1 Councillor allowances

For the first time, the Victorian Independent Remuneration Tribunal will be making a Determination setting the values of the allowances payable to Mayors, Deputy Mayors and Councillors in Victorian Councils.

On 17 June 2021, the Minister for Local Government requested that the Tribunal make the first Determination. The Determination will come into effect on 18 December 2021 — six months from the day the Tribunal received the Minister's request.

Until the Determination takes effect, allowances payable to Council members continue to be determined by individual Councils in accordance with limits set by the Victorian Government.



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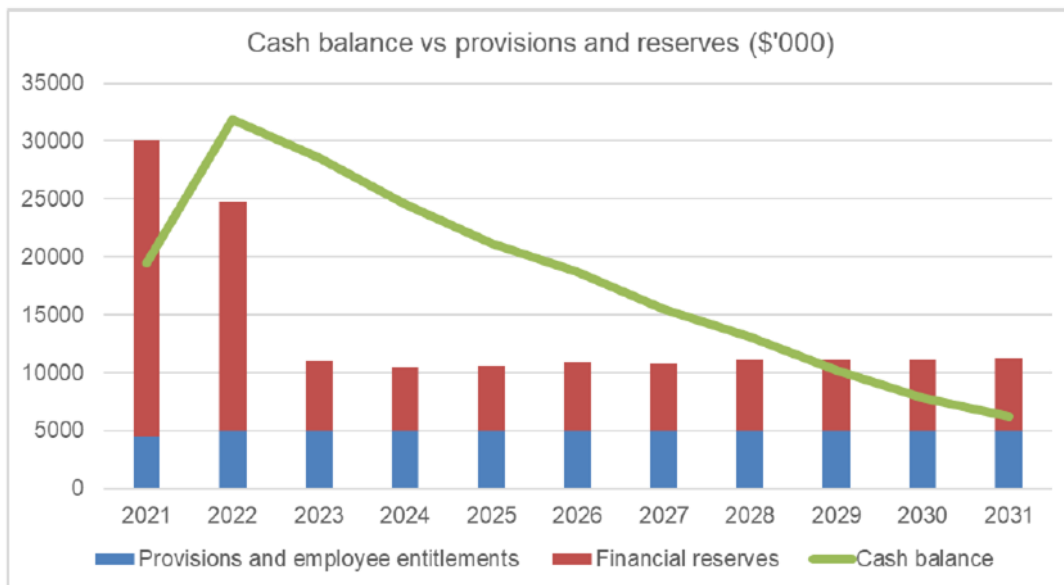
Councillors are currently paid \$21,049 per annum while the Mayor is paid \$62,884 per annum.

It is likely that this figure will change but it is unknown by how much and what impact this will have on Council’s Financial Plan. Therefore indexation has been applied to the current rates.

6.4.2 Cash reserves

Council is committed to ensuring it has sufficient cash to fund any discretionary reserves and all current and non-current employee provisions.

In the years ending 2030 and 2031 the Financial Plan is projecting there will not be sufficient cash to do this. This highlights the importance of the strategic actions identified in Section 5.2.:



7 FINANCIAL PLAN STATEMENTS

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Statement of Financial Reserves



FINANCIAL PLAN 2021/22 to 2030/31

7.1 Comprehensive Income Statement

	Actual	Projections									
	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000	2028/29 \$ '000	2029/30 \$ '000	2030/31 \$ '000
Income											
Rates and charges	11,521	11,842	12,089	12,361	12,661	12,989	13,349	13,740	14,167	14,632	15,137
Statutory fees and fines	423	217	221	225	230	235	241	247	254	262	271
User fees	1,746	1,558	1,584	1,615	1,648	1,686	1,729	1,775	1,827	1,883	1,946
Grants - operating (recurrent)	9,400	11,250	11,595	11,925	12,265	12,614	12,973	13,345	13,725	14,116	14,520
Grants - operating (non-recurrent)	4,612	24	-	-	-	-	-	-	-	-	-
Grants - capital (recurrent)	2,388	2,388	2,388	2,388	2,507	2,507	2,507	2,507	2,507	2,520	2,520
Grants - capital (non-recurrent)	4,592	-	-	883	283	-	-	-	-	-	-
Contributions - monetary	81	-	-	-	-	-	-	-	-	-	-
Reimbursements	242	252	256	260	264	267	271	276	280	284	288
Regional Roads Victoria	564	511	516	521	526	532	537	542	548	553	559
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	89	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	13	-	-	-	-	-	-	-	-	-	-
Interest	279	300	49	116	117	122	119	123	123	123	126
Total income	35,950	28,342	28,698	30,294	30,501	30,952	31,726	32,555	33,431	34,373	35,367
Expenses											
Employee costs	13,516	13,328	13,683	13,957	14,236	14,556	14,884	15,218	15,561	15,911	16,269
Materials and services	9,416	10,808	10,354	10,634	11,018	11,011	11,158	11,410	11,816	11,813	11,983
Bad and doubtful debts	3	-	-	-	-	-	-	-	-	-	-
Depreciation	9,960	9,908	10,106	10,308	10,514	10,725	10,939	11,158	11,381	11,609	11,841
Other operating expenses	305	336	323	328	334	339	345	351	358	364	370
Operational strategies	-	-	535	450	810	510	510	510	510	510	510
Total expenses	33,200	34,380	35,001	35,677	36,912	37,141	37,836	38,647	39,626	40,207	40,973
Surplus/(deficit) for the year	2,750	(6,038)	(6,303)	(5,383)	(6,411)	(6,189)	(6,110)	(6,092)	(6,195)	(5,834)	(5,606)
Other comprehensive income											
Other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	2,750	(6,038)	(6,303)	(5,383)	(6,411)	(6,189)	(6,110)	(6,092)	(6,195)	(5,834)	(5,606)



FINANCIAL PLAN 2021/22 to 2030/31

7.2 Balance Sheet

	Actual	Projections									
	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000	2028/29 \$ '000	2029/30 \$ '000	2030/31 \$ '000
Assets											
Current assets											
Cash and cash equivalents	19,508	31,875	28,513	24,587	21,151	18,696	15,475	13,067	10,227	7,869	6,185
Trade and other receivables	1,351	546	549	577	583	591	606	620	639	657	676
Other financial assets	17,236	13	13	13	13	13	13	13	13	13	13
Inventories	24	23	23	23	23	23	23	23	23	23	23
Non-current assets classified as held for sale	223	223	223	223	223	223	223	223	223	223	223
Total current assets	38,342	32,680	29,321	25,423	21,993	19,546	16,340	13,946	11,125	8,785	7,120
Non-current assets											
Investments in associates and joint ventures	284	284	284	284	284	284	284	284	284	284	284
Property, plant and equipment assets	66,691	68,390	72,126	75,910	79,485	82,829	87,033	90,696	94,931	99,305	103,501
Infrastructure assets	289,420	295,391	299,589	305,459	310,343	314,941	319,760	324,596	329,445	334,404	339,172
Intangible assets	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675
Total non-current assets	359,070	366,740	374,674	384,328	392,787	400,729	409,752	418,251	427,335	436,668	445,632
Total assets	397,412	399,420	403,995	409,751	414,780	420,275	426,092	432,197	438,460	445,453	452,752
Liabilities											
Current liabilities											
Trade and other payables	534	373	355	360	373	377	384	392	403	409	418
Trust funds and deposits	365	347	330	313	298	283	269	255	242	230	219
Employee provisions	2,886	2,962	2,962	2,962	2,962	2,962	2,962	2,962	2,962	2,962	2,962
Other provisions	55	58	-	-	-	-	-	-	-	-	-
Unearned income	2,976	-	-	-	-	-	-	-	-	-	-
Total current liabilities	6,816	3,740	3,647	3,635	3,633	3,622	3,615	3,609	3,607	3,601	3,599
Non-current liabilities											
Employee provisions	392	770	770	770	770	770	770	770	770	770	770
Other provisions	1,121	1,176	1,234	1,234	1,234	1,234	1,234	1,234	1,234	1,234	1,234
Total non-current liabilities	1,513	1,946	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004
Total liabilities	8,329	5,686	5,651	5,639	5,637	5,626	5,619	5,613	5,611	5,605	5,603
NET ASSETS	389,083	393,734	398,344	404,112	409,143	414,649	420,473	426,584	432,849	439,848	447,149
Equity											
Accumulated surplus	90,939	90,666	98,111	93,188	86,752	80,152	74,264	67,829	61,622	55,822	50,002
Asset revaluation reserve	272,599	283,289	294,202	305,354	316,795	328,490	340,423	352,627	365,085	377,817	390,825
Other reserves	25,545	19,779	6,031	5,570	5,596	6,007	5,786	6,128	6,142	6,109	6,322
TOTAL EQUITY	389,083	393,734	398,344	404,112	409,143	414,649	420,473	426,584	432,849	439,748	447,149



FINANCIAL PLAN 2021/22 to 2030/31

7.3 Statement of Changes in Equity

2021 Actual	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	392,177	90,918	278,439	22,819
Surplus/ (deficit) for the year	2,750	2,750	-	-
Net asset revaluation increment / (decrement)	(5,840)	-	(5,840)	-
Transfer to other reserves	-	(19,622)	-	19,622
Transfer from other reserves	-	16,896	-	(16,896)
Share of other comprehensive income	(4)	(4)	-	-
Balance at end of financial year	389,083	90,939	272,599	25,545
2022 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	389,084	90,939	272,599	25,545
Surplus/ (deficit) for the year	(6,038)	(6,038)	-	-
Net asset revaluation increment / (decrement)	10,690	-	10,690	-
Transfer to other reserves	-	(2,054)	-	2,054
Transfer from other reserves	-	7,820	-	(7,820)
Balance at end of financial year	393,734	90,666	283,289	19,779
2023 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	393,735	90,666	283,289	19,779
Surplus/ (deficit) for the year	(6,303)	(6,303)	-	-
Net asset revaluation increment / (decrement)	10,913	-	10,913	-
Transfer to other reserves	-	(1,733)	-	1,733
Transfer from other reserves	-	15,482	-	(15,482)
Balance at end of financial year	398,344	98,111	294,202	6,031
2024 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	398,345	98,111	294,202	6,031
Surplus/ (deficit) for the year	(5,383)	(5,383)	-	-
Net asset revaluation increment / (decrement)	11,152	-	11,152	-
Transfer to other reserves	-	(1,808)	-	1,808
Transfer from other reserves	-	2,268	-	(2,268)
Balance at end of financial year	404,112	93,188	305,354	5,570
2025 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	404,113	93,188	305,354	5,570
Surplus/ (deficit) for the year	(6,411)	(6,411)	-	-
Net asset revaluation increment / (decrement)	11,441	-	11,441	-
Transfer to other reserves	-	(1,856)	-	1,856
Transfer from other reserves	-	1,830	-	(1,830)
Balance at end of financial year	409,143	86,752	316,795	5,596


FINANCIAL PLAN 2021/22 to 2030/31
7.3 Statement of Changes in Equity (continued)

2026 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	409,144	86,752	316,795	5,596
Surplus/ (deficit) for the year	(6,189)	(6,189)	-	-
Net asset revaluation increment / (decrement)	11,695	-	11,695	-
Transfer to other reserves	-	(1,790)	-	1,790
Transfer from other reserves	-	1,378	-	(1,378)
Balance at end of financial year	414,649	80,152	328,490	6,007
2027 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	414,650	80,152	328,490	6,007
Surplus/ (deficit) for the year	(6,110)	(6,110)	-	-
Net asset revaluation increment / (decrement)	11,933	-	11,933	-
Transfer to other reserves	-	(1,915)	-	1,915
Transfer from other reserves	-	2,137	-	(2,137)
Balance at end of financial year	420,473	74,264	340,423	5,786
2028 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	420,474	74,264	340,423	5,786
Surplus/ (deficit) for the year	(6,092)	(6,092)	-	-
Net asset revaluation increment / (decrement)	12,204	-	12,204	-
Transfer to other reserves	-	(1,813)	-	1,813
Transfer from other reserves	-	1,470	-	(1,470)
Balance at end of financial year	426,584	67,829	352,627	6,128
2029 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	426,585	67,829	352,627	6,128
Surplus/ (deficit) for the year	(6,195)	(6,195)	-	-
Net asset revaluation increment / (decrement)	12,458	-	12,458	-
Transfer to other reserves	-	(1,945)	-	1,945
Transfer from other reserves	-	1,932	-	(1,932)
Balance at end of financial year	432,849	61,622	365,085	6,142
2030 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	432,850	61,622	365,085	6,142
Surplus/ (deficit) for the year	(5,834)	(5,834)	-	-
Net asset revaluation increment / (decrement)	12,732	-	12,732	-
Transfer to other reserves	-	(1,910)	-	1,910
Transfer from other reserves	-	1,943	-	(1,943)
Balance at end of financial year	439,748	55,822	377,817	6,109
2031 Projection	Total \$ '000	Accumulated \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
Balance at beginning of the financial year	439,749	55,822	377,817	6,109
Surplus/ (deficit) for the year	(5,606)	(5,606)	-	-
Net asset revaluation increment / (decrement)	13,008	-	13,008	-
Transfer to other reserves	-	(1,847)	-	1,847
Transfer from other reserves	-	1,634	-	(1,634)
Balance at end of financial year	447,149	50,002	390,825	6,322



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7.4 Statement of Cash Flows

	Actual 2020/21 \$ '000	Projections									
		2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000	2028/29 \$ '000	2029/30 \$ '000	2030/31 \$ '000
Cash flows from operating activities											
Receipts											
Rates and charges	11,543	11,896	12,087	12,357	12,655	12,983	13,342	13,734	14,158	16,423	15,128
Statutory fees and fines	413	351	221	225	230	235	241	247	254	262	271
User fees	1,518	1,998	1,584	1,614	1,648	1,686	1,728	1,774	1,826	1,882	1,944
Grants - operating	13,716	11,452	9,826	10,117	10,420	10,732	11,054	11,387	11,727	12,080	12,442
Grants - capital	9,251	(589)	2,387	3,253	2,799	2,513	2,507	2,507	2,507	2,519	2,520
Interest received	273	300	49	116	117	122	119	123	123	123	126
Trustfunds and deposits taken	9	-	-	-	-	-	-	-	-	-	-
Other receipts	958	764	2,539	2,583	2,628	2,674	2,721	2,769	2,817	2,867	2,917
Net GST refund/payment	1,449	1,449	-	-	-	-	-	-	-	-	-
Operating receipts	39,130	27,621	28,693	30,265	30,497	30,945	31,712	32,541	33,412	36,156	35,348
Payments											
Employee costs	(13,124)	(11,901)	(13,697)	(13,952)	(14,230)	(14,550)	(14,877)	(15,213)	(15,554)	(15,904)	(16,262)
Materials and services	(11,415)	(13,669)	(10,358)	(10,632)	(11,015)	(11,011)	(11,157)	(11,408)	(11,812)	(11,813)	(11,982)
Trustfunds and deposits repaid	-	(18)	(17)	(16)	(16)	(15)	(14)	(13)	(13)	(12)	(12)
Other payments	-	-	(858)	(779)	(1,141)	(852)	(855)	(861)	(867)	(874)	(880)
Operating payments	(24,539)	(25,588)	(24,930)	(25,379)	(26,402)	(26,428)	(26,903)	(27,495)	(28,246)	(28,603)	(29,136)
Net cash provided by/(used in) operating activities	14,591	2,033	3,763	4,886	4,095	4,517	4,809	5,046	5,166	7,553	6,212
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(9,455)	(7,076)	(7,639)	(9,169)	(7,899)	(7,166)	(8,371)	(7,680)	(8,302)	(8,365)	(8,137)
Proceeds from sales of property, infrastructure, plant and equipment	1,046	410	513	358	368	193	342	227	296	254	241
Decrease in term deposits	5,000	17,000	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(3,409)	10,334	(7,126)	(8,811)	(7,531)	(6,973)	(8,029)	(7,453)	(8,006)	(8,111)	(7,896)
Net increase/(decrease) in cash and cash equivalents	11,182	12,367	(3,363)	(3,925)	(3,436)	(2,456)	(3,220)	(2,407)	(2,840)	(558)	(1,684)
Cash and cash equivalents at the beginning of the year											
Cash and cash equivalents at the end of the year	11,182	12,367	(3,363)	(3,925)	(3,436)	(2,456)	(3,220)	(2,407)	(2,840)	(558)	(1,684)



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7.5 Statement of Capital Works

	Actual	Projections									
	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000	2028/29 \$ '000	2029/30 \$ '000	2030/31 \$ '000
Capital works areas											
Land and buildings	1,612	465	400	1,100	1,000	400	400	400	400	400	400
Office furniture and equipment	115	175	120	128	128	128	136	136	136	144	144
Plant and equipment	1,345	1,583	2,077	1,850	1,537	1,025	1,926	1,143	1,674	1,636	1,313
Footpaths	563	108	126	132	123	133	143	145	145	145	146
Roadworks	3,771	3,055	3,559	3,699	3,749	4,115	4,398	4,484	4,572	4,662	4,753
Bridges	1,102	147	149	152	155	158	161	164	167	171	174
Urban and road drainage	203	350	350	350	350	350	350	350	350	350	350
Recreation, leisure and community facilities	-	280	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	17	50	100	100	100	100	100	100	100	100	100
Other infrastructure	727	863	758	1,658	758	758	758	758	758	758	758
Total capital works	9,455	7,076	7,639	9,169	7,899	7,166	8,371	7,680	8,302	8,365	8,137
Represented by:											
New asset expenditure	1,361	1,020	700	700	700	700	700	700	700	700	700
Asset renewal expenditure	5,783	5,706	6,889	6,819	6,549	6,416	7,621	6,930	7,552	7,615	7,387
Asset expansion expenditure	199	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	2,112	350	50	1,650	650	50	50	50	50	50	50
Total capital works expenditure	9,455	7,076	7,639	9,169	7,899	7,166	8,371	7,680	8,302	8,365	8,137
Funding sourced represented by:											
Grants	2,664	2,388	2,388	3,270	2,789	2,507	2,507	2,507	2,507	2,520	2,520
Council cash	659	4,688	5,251	5,899	5,110	4,659	5,864	5,173	5,795	5,845	5,617
Reserves	5,736	-	-	-	-	-	-	-	-	-	-
Sale of assets	397	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	9,455	7,076	7,639	9,169	7,899	7,166	8,371	7,680	8,302	8,365	8,137



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7.6 Statement of Human Resources

	Actual 2020/21 \$ '000	Projections									
		2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000	2028/29 \$ '000	2029/30 \$ '000	2030/31 \$ '000
Executive and Commercial Services											
Permanent - Full time											
- Female	576	588	600	612	624	638	653	667	682	698	713
- Male	424	433	441	450	459	470	480	491	502	513	525
Permanent - Part time											
- Female	334	340	347	354	361	369	378	386	395	404	413
- Male	48	49	50	51	52	53	54	55	57	58	59
Total Executive and Commercial Services	1,382	1,410	1,438	1,467	1,496	1,530	1,564	1,600	1,636	1,672	1,710
Community Support											
Permanent - Full time											
- Female	508	519	529	539	550	563	575	588	602	615	629
- Male	432	440	449	458	467	478	489	500	511	522	534
Permanent - Part time											
- Female	2,160	2,204	2,248	2,293	2,339	2,391	2,445	2,500	2,557	2,614	2,673
- Male	189	193	197	201	205	210	214	219	224	229	234
Total Community Support	3,289	3,356	3,423	3,492	3,562	3,642	3,724	3,807	3,893	3,981	4,070
Corporate Services											
Permanent - Full time											
- Female	927	946	965	984	1,004	1,026	1,049	1,073	1,097	1,122	1,147
- Male	512	523	533	544	555	567	580	593	606	620	634
Permanent - Part time											
- Female	481	491	501	511	521	533	545	557	570	582	595
- Male	-	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	1,920	1,960	1,999	2,039	2,079	2,126	2,174	2,223	2,273	2,324	2,376
Operations											
Permanent - Full time											
- Female	453	462	471	481	490	501	512	524	536	548	560
- Male	6,065	5,725	5,928	6,047	6,168	6,306	6,448	6,593	6,742	6,893	7,048
Permanent - Part time											
- Female	301	307	314	320	326	334	341	349	357	365	373
- Male	106	108	110	112	115	117	120	122	125	128	131
Total Operations	6,925	6,602	6,823	6,960	7,099	7,258	7,422	7,588	7,759	7,934	8,112



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7.6 Statement of Human Resources (continued)

	Actual 2020/21 FTE	Projections									
		2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
Executive and Commercial Services											
Permanent - Full time											
- Female	2.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
- Male	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent - Part time											
- Female	2.9	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
- Male	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Executive and Commercial Services	6.3	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9
Community Support											
Permanent - Full time											
- Female	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
- Male	-	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Permanent - Part time											
- Female	24.6	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3
- Male	3.5	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Total Community Support	34.0	37.6	37.6	37.6	37.6	37.6	37.6	37.6	37.6	37.6	37.6
Corporate Services											
Permanent - Full time											
- Female	10.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
- Male	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Permanent - Part time											
- Female	6.6	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
- Male	-	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	21.6	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7
Operations											
Permanent - Full time											
- Female	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
- Male	67.0	69.0	69.0	69.0	69.0	69.0	69.0	69.0	69.0	69.0	69.0
Permanent - Part time											
- Female	1.7	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
- Male	1.2	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Total Operations	75.9	78.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6
Total staff expenditure	13,516	13,328	13,683	13,957	14,236	14,556	14,884	15,218	15,561	15,911	16,269
Total employees	137.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7

Note: Where there are permanent part-time roles identified within the table these are true part-time roles. There are few circumstances where the part time information outlined above is the result of a job shared arrangements.

	Actual 2020/21 \$ '000	Projections									
		2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000	2028/29 \$ '000	2029/30 \$ '000	2030/31 \$ '000
Staff expenditure											
Employee labour - operating	13,166	13,080	13,430	13,699	13,973	14,288	14,610	14,939	15,276	15,620	15,973
Employee labour - capital	350	248	253	258	263	268	274	279	285	291	296
Total staff expenditure	13,516	13,328	13,683	13,957	14,236	14,556	14,884	15,218	15,561	15,911	16,269
Staff numbers EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	137.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7
Total staff numbers EFT	137.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7	145.7



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7.7 Statement of Financial Reserves

	Actual	Projections									
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Discretionary											
Land and buildings	455	575	695	695	695	695	695	695	695	695	695
Professional development	16	22	28	34	40	46	52	58	64	70	76
Unspent grants	10,860	6,243	-	-	-	-	-	-	-	-	-
Capital expenditure	4,282	4,282	-	-	-	-	-	-	-	-	-
Information technology	811	649	649	649	649	649	649	649	649	649	649
Units reserve	60	60	60	60	60	60	60	60	60	60	60
Economic development	431	396	446	415	529	529	529	529	529	529	529
Community planning	2,629	2,629	-	-	-	-	-	-	-	-	-
Plant replacement	1,574	1,036	401	188	133	487	232	516	495	393	554
Fleet replacement	713	513	318	189	215	214	191	196	179	200	207
GSP resbration	400	400	400	400	400	400	400	400	400	400	400
Urban drainage	773	773	773	773	773	773	773	773	773	773	773
Landfill rehabilitation	300	300	300	300	300	300	300	300	300	300	300
Lake Bort water	18	18	18	18	18	18	18	18	18	18	18
Reserves improvement	100	100	100	100	100	100	100	100	100	100	100
Caravan park development	188	249	308	215	150	203	253	301	346	388	427
Superannuation liability	1,200	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Heritage loan scheme	100	100	100	100	100	100	100	100	100	100	100
Major projects	234	234	234	234	234	234	234	234	234	234	234
Unightly premises enforcement provision	100	100	100	100	100	100	100	100	100	100	100
Swimming pool major projects	200	-	-	-	-	-	-	-	-	-	-
Boundary and township signage	100	100	100	100	100	100	100	100	100	100	100
Total discretionary reserves	25,545	19,779	6,031	5,570	5,596	6,007	5,786	6,128	6,142	6,109	6,322

Note: The unspent grants, capital expenditure and community planning reserves have a large balance in the Actual 2020/21 due to projects that were unable to be completed due to delivery restrictions as a result of COVID-19, this are expected to be delivered in 2021/22 along with each future year delivered through-out the Financial Plan.

8 FINANCIAL PERFORMANCE INDICATORS

8.1 Financial performance indicators

The following tables highlight Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the strategic objectives and financial management principles.

These indicators are also reported within the Local Government Reporting Framework (the Framework). The Framework is made up of a range of measures, including roads, planning, animal management and waste. It is complemented by a Governance and Management checklist of 24 items, which shows the policies, plans and procedures in place by Council. Together, they build a comprehensive picture of council performance which can be viewed on the Know Your Council website.

8.1.1 Operating position

Council's operating position is measured with one indicator: the adjusted underlying result.

Indicator	Measure	Actual	Projections										Trend +/-
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-5.44%	-21.30%	-21.96%	-21.30%	-22.15%	-20.00%	-19.26%	-18.71%	-18.53%	-16.97%	-15.85%	-



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- Adjusted underlying result:** The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.
 The adjusted underlying result up until 2030/31 is a significant decreasing result. Council will investigate opportunities to increase revenue or decrease expenses to bring about a balanced budget or small surplus.

8.1.2 Liquidity

Council's liquidity is measured with two indicators: working capital and unrestricted cash.

Indicator	Measure	Actual	Projections										Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-
Liquidity													
Working capital	Current assets / Current liabilities	562.53%	873.80%	803.98%	699.39%	605.37%	539.65%	452.01%	386.42%	308.43%	243.96%	197.83%	-
Unrestricted cash	Unrestricted cash / Current liabilities	131.86%	842.99%	772.77%	667.79%	573.99%	508.37%	420.64%	355.00%	276.82%	212.14%	165.77%	-

- Working capital:** The working capital ratio indicates the level of current assets compared to current liabilities. Council's working capital ratio is in a very sound financial position due to the limited current liabilities on the Balance Sheet.
- Unrestricted cash:** Unrestricted cash represents cash and cash equivalents held by Council less the amount of grants received during the year but not expended by 30 June and the amount of capital works not completed by 30 June. Council has a strong level of unrestricted cash.

8.1.3 Obligations

Council's obligations are measured with four indicators: debt compared to rates, repayments compared to rates and indebtedness, asset renewal upgrade compared to depreciation.

Indicator	Measure	Actual	Projections										Trend	
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-	
Obligations														
Loan and borrowings	Loans and borrowings / Rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Indebtedness	Non-current liabilities / Own source revenue	10.17%	13.26%	13.62%	13.27%	12.97%	12.66%	12.34%	12.00%	11.65%	11.30%	10.93%	-	
Asset renewal	Asset renewal expenses / Asset depreciation	79.27%	61.12%	68.66%	82.16%	68.47%	60.29%	70.13%	62.56%	66.80%	66.03%	62.81%	-	

- Debt compared to rates:** Council has no borrowings.
- Repayments compared to rates:** Council has no repayments on borrowings.
- Indebtedness:** Council has a low level of indebtedness which is limited to employee benefits, provisions and landfill rehabilitation provision. Council aims to hold sufficient cash to cover employee benefits and has provisions for the landfill and other longer term liabilities.

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- **Asset renewal and upgrade:** Asset renewal and upgrade represents the amount of capital expenditure being directed towards maintaining the condition of Council's existing assets. This ratio represents the amount of renewal and upgrade works as a percentage of the depreciation expense shown for each year. A ratio less than 100% represents an increase in the asset renewal gap. The renewal and upgrade expenditure is between 60% and 82% over the life of the plan. Revising Council's asset management plans will provide more accurate expenditure required for maintenance and renewal.

8.1.4 Stability

Council's financial stability is measure with two indicators: rates concentration and rates effort.

Indicator	Measure	Actual	Projections										Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-
Stability													
Rates concentration	Rates revenue / Adjusted underlying revenue	36.59%	41.78%	42.12%	42.03%	41.90%	41.96%	42.08%	42.21%	42.38%	42.57%	42.80%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.43%	0.43%	0.43%	0.44%	0.44%	0.44%	0.44%	0.45%	0.45%	0.46%	0.46%	+

- **Rates concentration:** Rates concentration represents rates proportion of total operating revenue. Council is reliant on external grants for the funding of its operations. Council's rates concentration is between 37% and 43% over the life of the plan.
- **Rates effort:** Rates effort examines the community's capacity to pay. It is represented by rate revenue as a percentage of the capital improved value of rateable properties in the municipality. Council's rates effort is fairly stable between 0.43% and 0.46%

8.1.5 Efficiency

Council's efficiency is measured with three indicators: expenditure level and revenue level.

Indicator	Measure	Actual	Projections										Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-
Efficiency													
Expenditure level	Total expenses / No. of property assessments	\$4,190	\$4,339	\$4,418	\$4,503	\$4,659	\$4,688	\$4,775	\$4,878	\$5,001	\$5,075	\$5,171	+
Revenue level	Total rate revenue / No. of property assessments	\$1,244	\$1,267	\$1,293	\$1,323	\$1,356	\$1,393	\$1,433	\$1,477	\$1,526	\$1,583	\$1,638	+

- **Expenditure level:** expenditure per property assessment. This increases steadily over the 10-year period.
- **Revenue level:** average rate per property assessment. This measure increases steadily over the 10-year period with gradual increases to rate revenue with property assessments expected to remain fairly constant.

8.2 Other performance indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.



FINANCIAL PLAN 2021/22 to 2030/31

Indicator	Target	Actual	Projections									
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Total borrowings / rate revenue	Below 60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt servicing / Rate revenue	Below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt commitment / Rate revenue	Below 10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Indebtness / Own source revenue	Below 60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Council has no borrowings and there are no new borrowings projected in the plan

- **Total borrowings / Rate revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.
- **Debt servicing / Rate revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.
- **Debt commitment / Rate revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.
- **Indebtness / Own source revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.

For all the above indicators, Council is expected to remain at zero percent as no borrowings currently exist or are forecasted.

9 STRATEGIES AND PLANS

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan. These documents can be found on Council's website.

9.1 Revenue and Rating Plan

Council adopted the Revenue and Rating Plan 2021-2025 on 24 June 2021. This document determines the most appropriate and affordable revenue and rating approach for Loddon Shire Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.

9.2 Borrowing Policy

Council is developing a Borrowing Policy which will guide decision making about borrowing funds for Council projects.

9.2.1 Current debt position

The total amount borrowed as at 30 June 2022 is \$0 million.

9.2.2 Future borrowing requirements

There are no borrowings indicated within the 10-year plan with all past borrowings paid in full.

9.2.3 Performance indicators

The debt management performance indicators will monitor Council's projected performance if there is a proposal to borrow funds. These are reported within the financial performance indicators.



FINANCIAL PLAN 2021/22 to 2030/31

9.3 Financial Reserves Policy

9.3.1 Council Reserves

Council has a Financial Reserves Policy (the Policy) which outlines the creation and purpose of discretionary reserves.

The Policy outlines the circumstances where Council will set aside funds in a particular reserve, with amounts to be decided during the annual budget process and at any other time by Council resolution, with the amounts to be transferred back into the reserves for future purposes as required.

The Capital Expenditure, Unspent Grants and Community Planning Reserves are used to carry over any unspent project allocations at the end of each financial year. Within this Financial Plan it has been assumed that all projects funded to a particular year will be expended in that same year.

10 BENEFIT ASSESSMENT

The current Financial Plan shows ongoing operating deficits and a significant reduction in cash reserves over the life of the plan. Council has always been able to pivot to ensure short-term financial sustainability, but acknowledges that longer-term strategies need to be put in place to turn around the ongoing deficit position.

Section 6.2 of the Financial Plan includes strategic actions that Council intends to undertake to improve long-term financial sustainability. From a risk management perspective, these actions are future risk management controls that will provide a financial benefit to Council's Financial Plan. An analysis of their effectiveness and contribution to financial change has been incorporated into the following table:

Strategic action	Future benefit	Score / 5	Financial significance	Weight / 5	Effectiveness Score x Weight	Current and future state	Financial impact
Review depreciation rates to ensure they are reflective of the useful lives of each asset class	Good	4	Major	4	16	Depreciation rates are reviewed annually. Further analysis of the infrastructure and building asset depreciation rates will ensure depreciation rates are appropriate.	Potential reduction in significant amount of operating expenditure
Review asset management plans to understand required maintenance and renewal levels to maintain the service levels of each asset class	Good	4	Major	4	16	Asset management plans are outdated and require review. The reviews will ensure Council's investment in maintenance and renewal is appropriate.	Potential reduction in moderate amount of operating expenditure and capital expenditure
Review contingency amounts in projects to assess their currency	Good	4	Major	4	16	Contingency amounts are currently applied at the same rate across various projects and programs. Review of them across different project types will ensure they are appropriate.	Potential reduction in moderate amount capital expenditure



FINANCIAL PLAN 2021/22 to 2030/31

Strategic action	Future benefit	Score / 5	Financial significance	Weight / 5	Effectiveness Score x Weight	Current and future state	Financial impact
Review Discretionary Reserves to ensure they are being used effectively	Fair	3	Moderate	3	9	Discretionary reserves have been an effective way of ensuring Council can fund future projects. A review will ensure they are being applied appropriately and efficiently.	Potential increase in cash reserves
Review Project Management Framework to ensure projects are phased and costed appropriately	Good	4	Moderate	3	12	Projects are allocated into the annual budget in full, and not assigned across multiple financial years. The project management framework will ensure major projects are allocated into the relevant year in which expenditure is expected to be incurred.	Increase in quality of financial data for projects that will be developed and implemented over multiple financial years
Revise Strategic Documents Framework to ensure strategies are appropriately costed and indexed, and costs are embedded into this Financial Plan	Fair	3	Moderate	3	9	Strategic documents have estimated costs assigned upon adoption; however, they are not reviewed during the life of the plan to cater for change in scope or increase in costs. The review will incorporate up to date financial information.	Full cost allocation for all strategic projects and programs which may increase operating expenditure but ensure all costs are incorporated into the Financial Plan.
Continue development of 'pipeline of projects' to ensure 'shovel ready' projects when funding becomes available	Good	4	Moderate	3	12	Projects are allocated into the annual budget in full, and not assigned across multiple financial years. The project management framework will ensure major projects are allocated into the relevant year in which expenditure is expected to be incurred.	Increase in quality of financial data for projects that will be developed and implemented over multiple financial years
Investigate and report to Council on alternate purchasing options for plant (e.g. leasing of plant to spread the cost over the life of the asset)	Fair	3	Moderate	3	9	Currently all plant is purchased through the plant replacement reserve. Investigating alternate funding options will ensure Council is getting the best value for money in plant acquisition.	Potential increase in cash reserves to allocate financial resources for plant over the full lifecycle of each item. The offset will be an increase in operating expenditure for lease repayments.
Conduct process reviews on internal services to ensure they are efficient and cost-effective, and support external services provided to the community	Good	4	Moderate	3	12	Adhoc reviews are undertaken from time to time. Undertaking formal reviews will ensure Council is working the most efficiently.	Potential reduction in moderate amount of operating expenditure
Complete the Transitioning Towns Policy to establish minimum service levels for each town	Fair	3	Moderate	3	9	Service levels are reviewed in an adhoc basis. A policy will document the Council's commitment to minimum service level by town.	Potential reduction in moderate amount of operating expenditure



FINANCIAL PLAN 2021/22 to 2030/31

Strategic action	Future benefit	Score / 5	Financial significance	Weight / 5	Effectiveness Score x Weight	Current and future state	Financial impact
Undertake service reviews in consultation with the community to determine the best mix and level of service provided by Council for services provided to the community	Good	4	Moderate	4	16	Adhoc reviews are undertaken from time to time. Undertaking formal reviews will ensure Council is providing the right services at the right level for the community.	Potential reduction in moderate amount of operating expenditure
Report to Council on the potential to borrow funds (including relevant risk assessment) for strategic and/or intergenerational projects	Fair	3	Moderate	3	9	Council has been debt free for many years. The exploration of loans to fund major projects may free up financial reserves in the short term and fund major projects over many years.	Potential increase in cash reserves as major purchases and/or projects would be funded over longer periods. The offset will be an increase in interest costs (operating expenditure)
Investigate and report to Council the cost vs benefits of applying for a rate cap variation to the Essential Services Commission after above initiatives have been explored	Good	4	Moderate	3	12	Council is currently one of the lowest rating authorities in the state. A variation above rate cap, supported by the other strategic actions in this Financial Plan, provide an opportunity to increase operating income.	Potential increase in operating income that would improve the base rate income for all future financial years.
Explore shared services options available to Council	Fair	3	Moderate	3	9	Shared service opportunities have been limited; however, they have the potential to provide services through and with other Councils to leverage each other's expertise and reduce costs.	Potential reduction in operating expenditure where share services are identified and assessed as value for money.

10.4 COMMUNITY VISION 2031 AND COUNCIL PLAN 2021-2025

File Number: FOL/20/1425

Author: Jude Holt, Acting Chief Executive Officer

Authoriser: Jude Holt, Acting Chief Executive Officer

Attachments: 1. **Community Vision 2031 / Council Plan 2021-2025 - Final Draft for Presentation to Council**

RECOMMENDATION

That Council:

1. Approves the Community Vision 2031 and Council Plan 2021-2025
2. Writes to the Community Reference Group who contributed to the development of the document, and individuals who provided feedback on the draft document to acknowledge their contribution
3. Surveys the Community Reference Group to understand their experience with the deliberative engagement process and seek feedback so the process is improved for the next round of community engagement.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this paper, or involved in the subject matter of the paper.

PREVIOUS COUNCIL DISCUSSION

The draft Community Vision 2031 and Council Plan 2021-2025 was presented at the Council Forum on 12 October 2021 where all feedback was considered and informed the final version being presented for approval.

BACKGROUND

This report seeks Council's approval of the Community Vision 2031 and Council Plan 2021-2025. In accordance with the Local Government Act 2020, the document must be approved by Council by 31 October 2021.

ISSUES/DISCUSSIONS

The Community Vision and Council Plan process incorporates a new community engagement process implemented through the Local Government Act 2020.

To undertake this process the Loddon Project was instigated whereby an external consultant undertook an extensive community engagement process to understand the place that the community would like Loddon Shire to be, and to identify the overarching community vision statement and strategic drivers for delivering the community vision. This was undertaken broadly in phase one, and more intently through a Community Reference Group in phase two of the process.

The Loddon Project delivered an overarching Community Vision: "Creating a community where everyone is welcome and has the opportunity to live, work and thrive" which is supported by the key themes:

- A sustainable built and natural environment
- A growing and vibrant community

- A diverse and expanding economy
- A supported and accessible community.

The Council used this information and workshopped the key themes to develop the draft Council Plan, which is the organisation's document to deliver on the Community Vision.

In accordance with the Local Government Act 2020, the draft Community Vision 2031 and Council Plan 2021-2025 was advertised seeking public feedback. Submissions on the document were accepted up to close of business on Friday 8 October 2021.

At the time of closure of submissions Council had received eight submissions; one from a staff member; one from a Councillor; one from a private individual; and four from members of the Community Reference Group. In addition to this, the Community Reference Group met on 27 September 2021 to provide feedback on the document.

All feedback provided was incorporated into the draft document and the Councillors discussed the feedback at the Council Forum held on 12 October 2021. The final document presented for approval incorporates all of the accepted changes.

COSTS/BENEFITS

Benefits of the process include:

- A thorough community engagement process where community members and the Community Reference Group were provided with opportunities to directly influence the document
- Council has a four-year plan that will guide its strategic direction.

Costs include the external consultant who undertook the community engagement process and graphic design costs.

RISK ANALYSIS

The Community Vision and Council Plan will be approved within the legislative timeframes mitigating the compliance risk.

The reputation risk of misalignment between community and Council should be reduced through the community engagement process.



Community Vision 2031

Council Plan 2021-2025



2 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

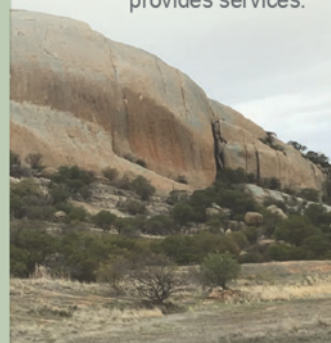
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Acknowledgement of Country

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.

We also recognise the many other Aboriginal and Torres Strait Islander community members across the Shire who make up the vibrant communities to which our organisation provides services.



Mayor's Message

Council acknowledges its responsibility in making the Loddon Shire a great place to live, work, thrive and visit.



It is my honour to be serving as Mayor of Loddon Shire as we work with our community and partners towards the aspirations detailed in the Community Vision. Our commitment to the community's vision is documented in the Council Plan. The Community Vision 2031 and Council Plan 2021-2025 have been developed with feedback and collaboration from the community and will shape the future direction of our Shire.

To develop these critical documents we established The Loddon Project which engaged the community across two phases. During the first phase, a broad cross-section of the community shared what they think is crucial and the direction Council should pursue across the next ten years. The community has identified factors within Council's remit as well as actions and issues that are the responsibility of State and Federal Government and other organisations.

The Loddon Project saw a Community Reference Group formed that participated in deliberations to refine our vision for the future and the Council Plan. We are grateful for the time and effort provided by members of the Community Reference Group and look forward to working with them in the future.

I would like to thank everyone who contributed to The Loddon Project. Your involvement in the development of the community vision was crucial in developing a blueprint for Loddon Shire's future. The Council Plan builds on the Community Vision and articulates the Council's goals across the Council term. The Council Plan is closely linked to other plans and strategies to ensure an integrated approach to Council's operations. The Council Plan is achievable, goal focussed, progressive and sustainable.

We acknowledge the responsibility we have in ensuring the Loddon Shire is a place where its residents can work, live and play while forging ahead and keeping abreast of the times. This Community Vision and Council Plan puts us in good stead to advocate for additional Federal and State Government investment in our community to build on the goals we have highlighted, including population growth, infrastructure, sustainability, the environment, and youth.

Cr Neil Beattie
Mayor

4 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

Our Shire

The Loddon Shire is a municipality located within the Victorian food bowl. The Shire is 200km north of Melbourne and is within proximity to the major town centres of Bendigo, Kerang and Echuca, making it the perfect location to live or visit. Covering 6,696 km², the Shire has a population of 7,473 (Australian Bureau of Statistics, Estimated Resident Population 2020).

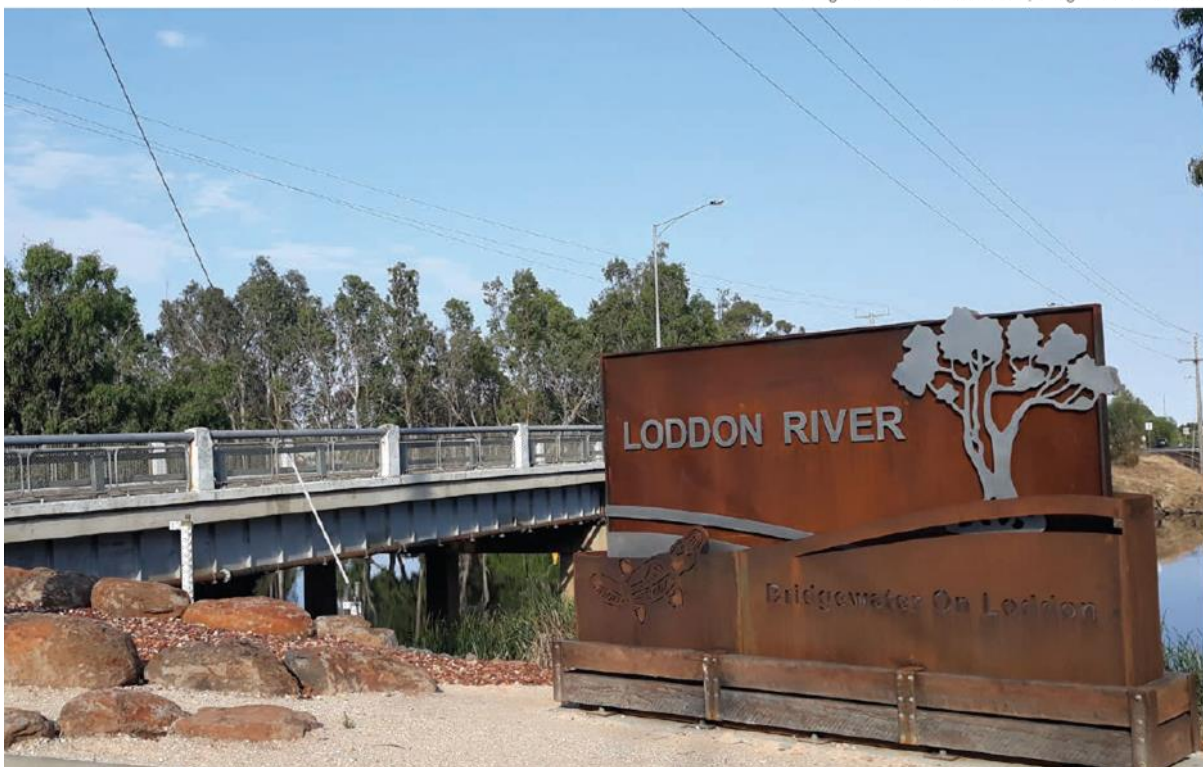
The municipality is a 'community of communities', comprising many small towns dispersed throughout the Shire including the towns of Bridgewater, Inglewood, Wedderburn, Korong Vale, Dingee, Mitiamo, Serpentine, Newbridge, Tarnagulla, Laanecoorie, Eddington, Boort, Pyramid Hill and other surrounding towns and communities. These townships are diverse but connected by our Council, which strengthens them as a whole.

Loddon Shire residents enjoy the relaxed lifestyle of the area without compromising on infrastructure or access to health services, education and facilities. New residents elect to make a tree change from

metropolitan areas to the Loddon Shire due to its appeal as a lifestyle destination and attractive location to grow a business or launch a new career.

Agricultural industries are the bread and butter of the Loddon Shire with dairy, horticulture, viticulture, cropping, lamb and intensive poultry and piggeries making up the main income streams. As well as its agricultural base, major employers within the Loddon Shire include Laucke Flour Mills, Hazeldene's Chicken Farms, Boundary Bend Olives, Water Wheel Vineyards, Southern Riverlands Poultry, ASQ Allstone Quarries, health services in Boort and Inglewood, P-12 colleges in Boort, East Loddon, and Wedderburn, and a P-10 college in Pyramid Hill. The Loddon Shire also boasts wineries, and historical and natural attractions, which help bolster its visitor numbers.

Bridge across the Loddon River, Bridgewater on Loddon

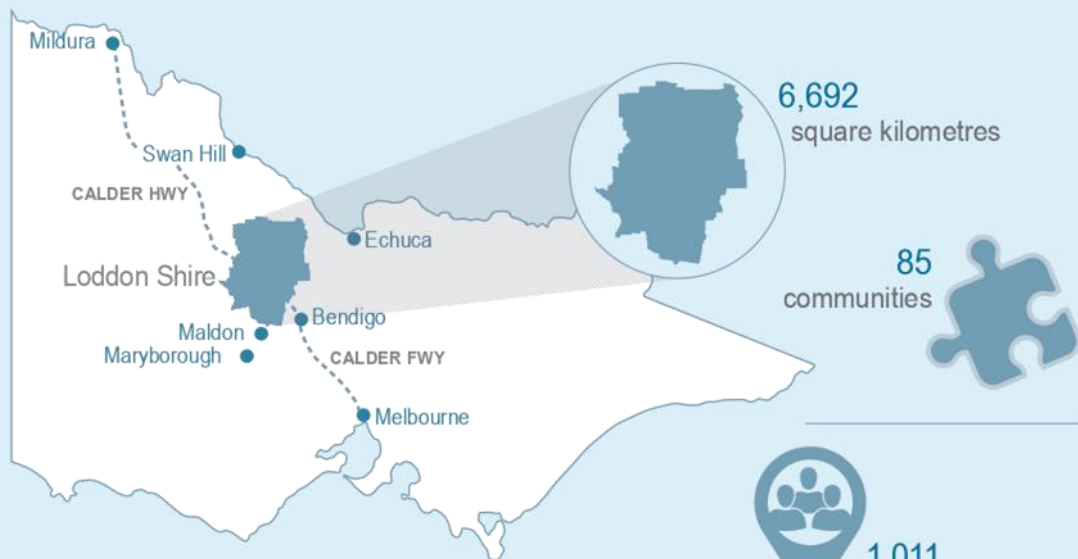


Our community

The Loddon Shire is a community of communities. Our identity is drawn from our people and their strength. Our character is borne of the land and how it nourishes our community and provides for the economic, social, and recreational pursuits of our community.



6 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025



6,692 square kilometres

85 communities

1,011 local businesses

3,138 local jobs

\$826 median weekly income

Ranked 72 out of 79 Councils in Victoria on socio-economic indexes for areas (SEIFA) Index

As an overview our community consists of:

Population ERP (2020): 7,473



51% Male
49% Female



24.6% of population under 25 years

Median age 51

30.4% of population between 22-54 years

44.9% population over 55 years

7.3% of people have a disability

1.6% of Aboriginal and Torres Strait Islander People

8.1% of people are born overseas

- Largest industries include:**
- Agriculture
 - Health Care and Social Assistance
 - Manufacturing
 - Retail Trade
 - Education and Training

Strengths and challenges

Strengths

Natural environment

The Shire is characterised by magnificent rural landscapes, parks, waterways, wetlands, and reserves set in a Mediterranean climate. Our natural environment supports our local industries, in particular agribusiness and tourism. Highlights of our natural environment include state and national parks, rivers and waterways. Eco tourism has been identified through community engagement as an important opportunity the area could capitalise on to grow its local offer.

History

The Shire has rich Aboriginal and Goldfields history, and is home to over 1,000 significant Aboriginal landmarks including Aboriginal cultural places, Aboriginal historical places, burials, artefact scatters, earth features, low density artefact distributions, object collections, quarries, rock art, scarred trees, shell middens and stone features.

150 years ago the Loddon Shire was also a thriving part of the 'Golden Triangle' which saw gold prospecting play a critical role in the development of the area. Gold prospecting is still popular today and the legacy of the period can be seen in historic landmarks, buildings, huts and houses which reinforce images of Australia's pioneering gold rush days.

Rural lifestyle

Loddon Shire affords residents and visitors a sanctuary away from the hustle and bustle. The peace and quiet, accessible links to nature and wide open spaces provide a backdrop to a more relaxed way of life. With its proximity to other major centres, the affordability of housing is a major drawcard for the area.

Community

Loddon Shire Council is a 'community of communities'. Whilst each has its own unique identity, what is consistent across the Shire area is the connection afforded through community groups and organisations that support social connection and active and passive recreation.

Proximity

Loddon Shire is a two hour drive from Melbourne. The area has three major highway networks which support freight and transport. The proximity to major centres such as Bendigo and Echuca presents a key opportunity for population attraction, particularly with the move to remote working which has been accelerated by COVID-19.

East Loddon P-12 College, Dingee



8 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025



Bridge across the Loddon River, Bridgewater on Loddon

Challenges

Population

The Loddon Shire has a stable population and comparatively older population than the statewide average. Community feedback has indicated that population growth is a critical element of developing the local service system and a more robust local economy.

Internet and mobile phone coverage

More reliable internet and phone coverage would also allow the area to capitalise on the move to more remote working arrangements.

Drought and climate change

Water security is critical to the ongoing prosperity of the area. In addition to the importance of water for the environment, agriculture, farming and agribusiness are critical components of the local economy and depend on secure supply of this crucial natural resource and asset. Climate variability also impacts on the likelihood of extreme weather events and increases the need for strong emergency management and natural disaster planning.

COVID-19

The COVID-19 pandemic has impacted all aspects of our lives. The impacts have been felt by our residents

and business community as they adapt to the social distancing measures and new ways of conducting ourselves. While helping to keep us safe, these measures have also increased isolation, negatively impacted the retail trade and restricted tourists from visiting our area.

Access to services

Access to state and federally funded services is a continuing challenge for our area. The free marketisation and individualisation of funding models for services such as childcare and aged care services has increased the need for a critical mass of users to make services financially viable. Population growth will be critical to the establishment and ongoing viability of these services.

Infrastructure

The maintenance and development of community infrastructure is an important component of Council's role. This role also has a significant impact on the financial sustainability of the organisation when considered alongside the impact of rate capping and availability of funding opportunities from other levels of government.



Councillors

The Council area is divided into five wards. There is one Councillor for each ward. Councillors have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.

Cr Neil Beattie
Boort Ward

Cr Dan Straub
Terrick Ward

Cr Wendy Murphy
Inglewood Ward

Cr Gavan Holt
Wedderburn Ward

Cr Linda Jungwirth
Tarnagulla Ward

Map labels include: Gannawarra Shire, Pyramid Hill, Buloke Shire, Boort, Mitiamo, Campaspe Shire, Korong Vale, Wedderburn, Serpentine, Dingee, Inglewood, Bridgewater, City of Greater Bendigo, Northern Grampians Shire, Tarnagulla, Tamagulla, Laanecoorie, Eddington, Central Goldfields Shire, and Mount Alexander Shire.

10 **Loddon Shire Council** Community Vision 2031 / Council Plan 2021-2025

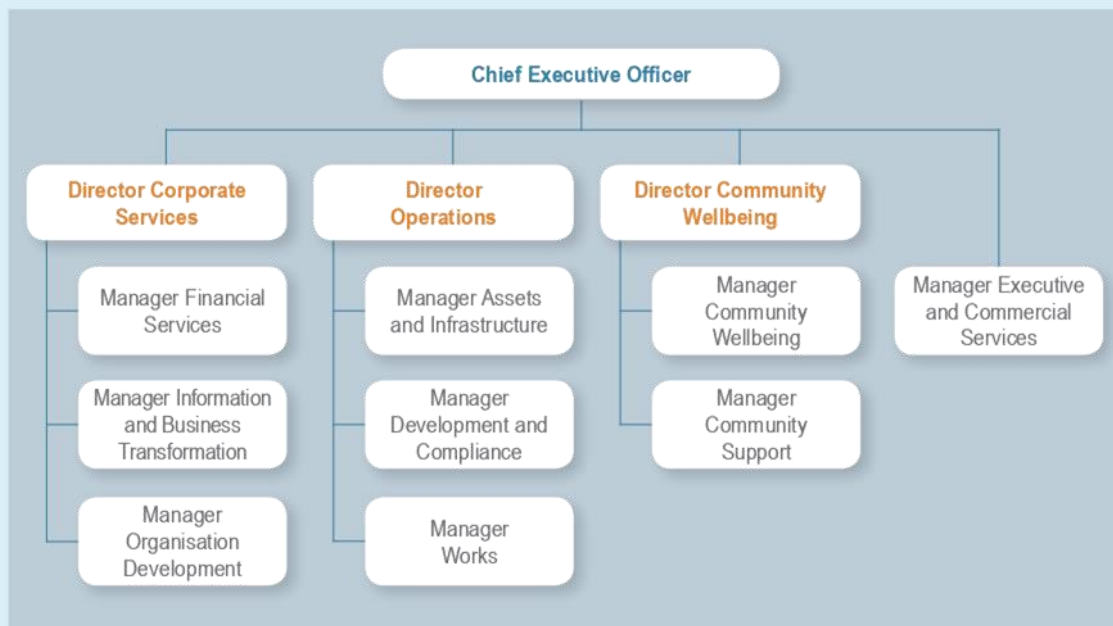


Council Offices, Wedderburn

Our Council

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO is responsible for the day-to-day management of operations according to the Council Plan's strategic directions.

The Chief Executive Officer is supported by the Director Community Wellbeing, Director Corporate Services and Director Operations. Council operations are delivered across nine management areas.



About the Community Vision 2031 and Council Plan 2021-2025

The *Local Government Act 2020* requires that a Community Vision and Council Plan be prepared and adopted by 31 October in the year following a general election. In these documents, Council must address the strategic planning principles outlined in the Act.

The Community Vision 2031 and Council Plan 2021-2025 reflect the Council's commitment to listen to the community's vision for the future and deliver a progressive and future-focussed plan that will see the Shire continue to grow and prosper.

Integrated planning and reporting

The diagram below depicts the planning and accountability framework that applies to local government in Victoria. The timing of each component of the planning framework is critical to the successful achievement of the Council Plan.

Time horizon	Planning		Reporting
Long term (10 years)	Community Vision ✓ needs	Financial Plan ✓ assumptions ✓ resources ✓ financial statements	
		Asset Plan ✓ maintenance ✓ renewal	
Medium term (4 years)	Council Plan ✓ direction ✓ objectives ✓ strategies ✓ indicators ✓ initiatives	Workforce Plan ✓ structure ✓ staffing	
		Rating Plan ✓ principles ✓ structure	
Short term (1 year)	Annual Plan ✓ annual actions	Budget ✓ services ✓ infrastructure ✓ initiatives ✓ rates ✓ financial statements	Quarterly Budget Report ✓ financial statements
			Annual Report ✓ report of operations ✓ performance statement ✓ financial statements

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Mural on supermarket wall, Wedderburn

The Loddon Project

Purpose of the project

Council delivered a major community engagement project named The Loddon Project to develop our Community Vision and Council Plan, which are integral documents in our strategic planning framework.

The Loddon Project was designed to develop the strategic direction for the future and included:

- review of the Community Engagement Policy
- development of the 10-year Community Vision
- development of the four-year Council Plan.

Key documents

The Community Engagement Policy provides guidance to Council on all community engagement activities. It sets the expectation for community participation in Council decision-making.

The Community Vision plays a vital role in setting the long-term strategic direction of Council. It has a 10-year outlook and informs the Council of the community's aspirations.

The Council Plan outlines what Council will do across the next four years to progress achievement of the Community Vision.

The engagement process

What we did

Loddon Shire Council has undertaken a multifaceted engagement approach that used various methods to promote participation and hear the community's voice.

Phase One was a broad engagement for the development of the Community Vision and Council Plan. The engagement activities included an online survey, phone calls to community groups, online worksheet, ward webinars and a forum with senior staff. We asked three core questions:

- Where are we now?
- Where do we want to be?
- How do we get there?

Phase Two consolidated the findings from the broad engagement and provided more details for the Council Plan. The engagement activities included distributing reply paid postcards, ward webinars, a further survey and community pop-ups.

Council formed a Community Reference Group (CRG) to explore the four themes through deliberative engagement. The CRG identified nine key areas that would contribute to achieving the community's vision for the future. The key areas are population, services, communication, community, infrastructure, environment, tourism, economy and young people. The CRG undertook deliberations and developed vision statements for each area that expressing the community's aspirations for the future.

Who took part?

One hundred eighty-seven participants took part in the first phase of engagement. Phase 2 saw a further 160 people participate in engagement activities where they considered the themes that emerged from the phase one engagement.

What you told us

The four significant areas of interest that were identified in Phase 1 of the engagement included:

- Strong sense of community that is intrinsically linked to the identity of the Shire.
- Drive for greater prosperity through attraction of industry, business and population.
- Natural environment that supports tourism, outdoor activities, agriculture, and a way of life.
- Equity of access to infrastructure, services, and retail to support quality of life.

Participants who completed postcard submissions and attended ward webinars during Phase 2 of the engagement told us the following areas were essential:

- Aged care and the provision of services were closely connected to the quality of life the community wants to experience.
- The attraction of industry and business support.
- Safety and emergency services (community) and the cleaning up of bushland and roadsides (environment) linked to fire prevention.
- Tourism and events featured across the community.
- Maintenance and renewal of local infrastructure, particularly streetscapes, parks and footpaths.

The community is concerned about issues such as water security, workforce participation and aged care. They acknowledge the strength of the Loddon Shire community members' willingness to participate in the success of their communities, but are concerned about volunteer fatigue.

Consolidated findings to the main findings from the broad community engagement showed four resounding themes:

- A sustainable built and natural environment.
- A growing and vibrant community.
- A diverse and expanding economy.
- A supported and accessible community.

The engagement process identified the following areas of priority:

Community	Economy	Natural environment	Services and infrastructure
Support of community events and community groups, local facilities and roads. Community engagement was also identified as an important priority.	Supporting local business, tourism, marketing and promotions and planning and events.	Walking and cycling tracks, parks and gardens, tree planting and signage and environmental protection and preservation including weed management.	Roads, improving internet and phone services and water and sewerage. Participants also identified childcare and health services as key services that are needed.



14 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

Community Vision 2031

Creating a community where everyone is welcome and has the opportunity to live, work and thrive.

In order to do this, by 2031:



A sustainable built and natural environment

Infrastructure We will have infrastructure that supports our social and economic needs and embraces environmental sustainability.

Environment We will preserve our unique natural environment, places and spaces. We will embrace renewables, alternatives, and new technologies that reduce our footprint and promote sustainability.

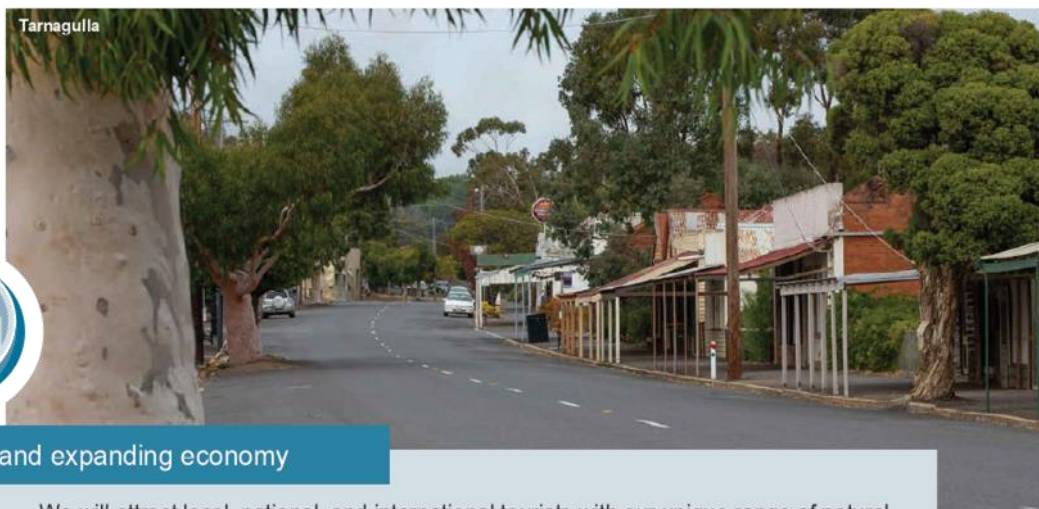


A growing and vibrant community

Population We will increase our population and attract new people by promoting our lifestyle. Our growing, connected, and inclusive population will support the growth of our economy and services to meet our current and future needs.

Community We will be a welcoming, connected, inclusive and growing community that is strong, supportive and actively involved.

Youth Our youth will be supported to access education, job and recreation opportunities and services in our area. Their voice will be valued and heard, through meaningful participation in our Shire.



A diverse and expanding economy

Tourism We will attract local, national, and international tourists with our unique range of natural, cultural, and historical attractions, including the rich history of First Nations people and pioneers. Our communities will be passionate ambassadors for our area.

Economy We will have a growing and sustainable economy that supports established and new businesses, has a skilled workforce and attracts business, industry, and people to our area.



A supported and accessible community

Services We will increase local services by working with our community and services providers to explore innovative ways to deliver existing and new services. We will seek out and adopt new technologies to increase and improve services and enable people to connect.

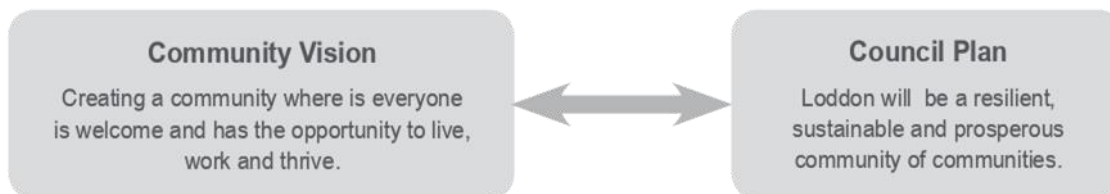
Communication We will embrace all forms of communication to reach all age groups, backgrounds, and abilities to increase the cohesiveness and connection in our community. Our communication will be supported by the latest and most reliable infrastructure.



16 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

Link between Community Vision and Council Plan


There is a strong link between the Community Vision and the Council Plan. This reflects Council's commitment to the community in focusing on the areas that are important to it in *Creating a community where everyone is welcome and has the opportunity to live, work and thrive.*



Community Vision		Council Plan
<p>Infrastructure</p> <p>We will have infrastructure that supports our social and economic needs and embraces environmental sustainability.</p>	<p>A sustainable built and natural environment</p>	<p>Infrastructure</p> <p>We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs.</p>
<p>Environment</p> <p>We will preserve our unique natural environment, places and spaces. We will embrace renewables, alternatives, and new technologies that reduce our footprint and promote sustainability.</p>		<p>Environment</p> <p>We will work with our partners to preserve and protect our local environment. We will support our community to respond to the impacts of climate change.</p>

Rusty the Redfin, Little Lake Boort, Boort



Community Vision		Council Plan
<p>Population</p> <p>We will increase our population and attract new people by promoting our lifestyle. Our growing, connected, and inclusive population supports the growth of our economy and services to meet our current and future needs.</p>	 <p>A growing and vibrant community</p>	<p>Population</p> <p>We will promote population growth to support a growing and diverse community.</p>
<p>Community</p> <p>We will be a welcoming, connected, inclusive and growing community that is resilient, supportive and actively involved.</p>		<p>Community</p> <p>We will support a connected and inclusive community that provides opportunities for current and new community members at all ages, abilities, and stages of their life.</p>
<p>Youth</p> <p>Our youth will be supported to access education, job and recreation opportunities and services in our area. Their voice is valued and heard, through meaningful participation in our Shire.</p>		<p>Youth</p> <p>We will support our youth to access pathways for education and employment and the ability to connect and actively engage with their community.</p>
<p>Tourism</p> <p>We will attract local, national, and international tourists with our unique range of natural, cultural, and historical attractions, including the rich history of our First Australians and pioneers. Our communities are encouraged to be passionate ambassadors for our area.</p>	 <p>A diverse and expanding economy</p>	<p>Tourism</p> <p>We will promote our unique tourism opportunities and support our local tourism industry to increase visitation to our area.</p>
<p>Economy</p> <p>We will have a growing and sustainable economy that supports established and new businesses, has a skilled workforce and attracts business, industry, and people to our area.</p>		<p>Economy</p> <p>We will support established businesses and seek to attract new businesses to grow our local economy.</p>
<p>Services</p> <p>We will increase local services by working with our community and services providers to explore innovative ways to deliver existing and new services. We will seek out and adopt new technologies to increase and improve services and enable people to connect.</p>	 <p>A supported and accessible community</p>	<p>Services</p> <p>We will deliver our core services and advocate for access to other services for our community that support the health, wellbeing and liveability of our community.</p>
<p>Communication</p> <p>We will embrace all forms of communication to reach all age groups, backgrounds, and abilities to increase the cohesiveness and connection in our community. Communication is supported by the latest and most reliable infrastructure.</p>		<p>Communication</p> <p>We will listen to our community about how they wish to communicate with us and implement effective communication methods to achieve this. We will provide our community with opportunities to engage with us.</p>



Council Plan 2021-2025

Council's roles will vary for different strategies within the plan. Each is identified against the strategy so that it is clear.

Deliver	Collaborate	Facilitate	Advocate
Council will deliver initiatives and priorities in pursuit of our objectives.	Council will partner with stakeholders and community groups to pursue and deliver priorities that are aligned to our objectives.	Council will assist others to pursue and deliver their priorities that are aligned to our objectives.	Council will communicate our community's interests and priorities to government and other decision makers that are aligned with our objectives.

1. A sustainable built and natural environment



Strategic objectives:

- 1.1 We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs..
- 1.2 We will work with our partners to preserve and protect our local environment. We will support our community to respond to the impacts of climate change.

1.1 We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs.



Strategy	Council's role
1.1.1 Plan for future facilities and infrastructure that meet community need	
Finalise asset management plans and long term strategies for Council assets We will do this by reviewing and implementing asset management plans across all asset classes to ensure they reflect the current environment.	Deliver
Embed long term planning into project management framework We will do this by reviewing our project management framework to incorporate all projects from concept through to post project evaluation, and incorporating all projects into the Financial Plan, which will include strategic projects identified by our communities.	Deliver

Strategy	Council's role
<p>Complete funded major infrastructure projects in the planning phase</p> <p>We will do this by delivering the Donaldson Park Community Hub, Pyramid Hill Community Centre (Stage 1), Pyramid Hill Streetscape Revitalisation Project, and Little Lake Boort Sporting Precinct Project.</p>	Deliver
<p>1.1.2 Our built and natural environments are accessible</p>	
<p>Ensure Council assets are accessible</p> <p>We will do this by reviewing and implementing actions from the Access and Inclusion Plan.</p>	Deliver
<p>1.1.3 Maintain sports and recreation and open public spaces to enable and promote access and participation</p>	
<p>Ensure community facility use is maximised</p> <p>We will do this by working with facility managers to identify new ways of expanding use of facilities, and by ensuring all facilities have master plans.</p>	Deliver Collaborate

1.2 We will work with our partners to preserve and protect our local environment. We will support our community to respond to the impacts of climate change.



Strategy	Council's role
<p>1.2.1 Plan for and build community capacity to mitigate, respond and adapt to climate change.</p> <p>Participate with regional groups to implement environmental priorities</p> <p>We will do this by implementing climate change actions in the Municipal Public Health and Wellbeing Plan and participate in the Central Victorian Greenhouse Alliance to identify and deliver environmental outcomes.</p>	Collaborate Advocate
<p>1.2.2 Work with our partners to support biodiversity and habitat in our area</p> <p>Participate with regional groups to maximise opportunities to support biodiversity and habitat</p> <p>We will do this by participating in the Integrated Water Management Forum and North Central Catchment Partnership Agreement.</p>	Collaborate Advocate
<p>1.2.3 Promote reduction of waste to landfill</p> <p>Deliver effective waste management</p> <p>We will do this by implementing Council's Waste Management Strategy and participating in the regional waste and recycling management group.</p>	Deliver Collaborate Facilitate Advocate
<p>1.2.4 Plan and prepare for adverse weather events</p> <p>Prepare for adverse weather events</p> <p>We will do this by participating in the Northern Victorian Integrated Emergency Management Planning Committee, and advocating for continuation of funding for the Municipal Emergency Resourcing Program.</p>	Deliver Collaborate Advocate
<p>Implement infrastructure to protect towns</p> <p>We will do this by completing delivery of flood mitigation works in Boort and Pyramid Hill, and seeking funding for flood mitigation works in Serpentine.</p>	Deliver



20 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

2. A growing and vibrant community



Strategic objectives:

- 2.1 We will promote population growth to support a growing and diverse community.
- 2.2 We will support a connected and inclusive community that provides opportunities for current and new community members at all ages, abilities, and stages of their life.
- 2.3 We will support our youth to access pathways for education and employment and the ability to connect to their community.

2.1 We will promote population growth to support a growing and diverse community.



Strategy	Council's role
2.1.1 Maximise opportunities to grow our population by taking advantage of all available development opportunities to expand the existing urban footprint	
Pursue development opportunities We will do this by implementing the remaining actions from our Settlement Strategy and working with the community to lobby government for reticulated water and sewerage for Newbridge.	Deliver Advocate
Promote our Shire as a great place to live We will do this by partnering with the relevant groups to investigate opportunities to increase residential housing stock and developing a coordinated approach to marketing Loddon Shire as a great place to live.	Deliver Collaborate Facilitate

Inglewood Alive Festival, Inglewood



2.2 We will support a connected and inclusive community that provides opportunities for current and new community members at all ages, abilities, and stages of their life.



Strategy	Council's role
2.2.1 Support community groups and volunteers	
<p>Support community asset committees We will do this by providing ongoing support to our Community Asset Committees who manage facilities on behalf of Council.</p>	<p>Deliver Facilitate</p>
<p>Support volunteers We will do this by delivering the Re-engaging Volunteers in Rural Towns Project, and annually celebrating our volunteers and the contribution they make to their communities.</p>	<p>Deliver Facilitate</p>
<p>Support community groups We will do this by supporting community planning groups, progress associations, tourism groups, and other groups within the shire by providing in kind and financial support through our policies and programs.</p>	<p>Deliver Collaborate Facilitate</p>
2.2.2 Promote welcoming and safe communities	
<p>Promote community safety We will do this by participating in regional community safety committee opportunities and by reviewing the Child Safe Standards Framework.</p>	<p>Deliver Collaborate</p>
<p>Promote a welcoming and inclusive environment for all We will do this by implementing a range of initiatives that embrace the diversity of our community.</p>	<p>Deliver Collaborate Advocate</p>

2.3 We will support our youth to access pathways for education and employment and the ability to connect to their community



Strategy	Council's role
2.3.1 Support youth by working to improve local learning and employment pathways	
<p>Improve local learning and employment pathway opportunities through strategic partnerships We will do this by partnering with the North Central Local Learning and Employment Network and schools to provide work experience and identify pathways for young people in the Shire.</p>	<p>Deliver Collaborate Facilitate Advocate</p>
<p>Develop connections for our young people We will do this by finalising the Strong Youth Strong Communities Program and working with funded agencies to provide youth services in the Shire.</p>	<p>Deliver Collaborate Advocate</p>

22 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

3. A diverse and expanding economy



Strategic objectives:

- 3.1 We will promote our unique tourism opportunities and support our local tourism industry to increase visitation to our area.
- 3.2 We will support established businesses and seek to attract new businesses to grow our local economy.

3.1 We will promote our unique tourism opportunities and support our local tourism industry to increase visitation to our area.



Strategy	Council's role
3.1.1 Increase the volume and value of tourism visitation Leverage tourism opportunities We will do this by supporting communities in their tourism activities, promoting local tourism businesses, and reviewing the current model for visitor information services.	Deliver Collaborate
Enhance Loddon's visitor accommodation through well-managed, well-appointed and competitive caravan parks We will do this by implementing upgrades to Boort, Pyramid Hill, and Wedderburn caravan parks, and providing ongoing support to park operators.	Deliver Collaborate
Implement strategic plans related to tourism activities We will do this by developing the Boort Scarred Trees Master Plan and pursuing opportunities to implement recommendations from the Skinners Flat Reservoir Master Plan.	Deliver Collaborate Facilitate

Outdoor dining area, Boort





Proposed Community Centre, Pyramid Hill

3.2 We will support established businesses and seek to attract new businesses to grow our local economy.



Strategy	Council's role
3.2.1 Provide support for economic development opportunities in the Shire	
<p>Leverage partnership opportunities to promote and support the local economy We will do this by collaborating with regional partners on broader economic opportunities and advocating for potable water for townships, environmental water, and the right to farm.</p>	Collaborate Advocate
<p>Maximise opportunities for economic growth We will do this by implementing the Economic Development Strategy and developing and implementing an Industrial Land Strategy.</p>	Deliver Collaborate Facilitate
<p>Promote better mobile and digital connectivity We will do this by working with regional partners to advocate for faster and more reliable mobile and digital connectivity across the region.</p>	Collaborate Advocate
3.2.2 Increase the volume and value of the local economy	
<p>Provide support to current and future local businesses We will do this by providing information and programs that support local businesses, and having an in-house resource to support new, existing and expanding businesses.</p>	Deliver Facilitate



4. A supported and accessible community



Strategic objectives:

- 4.1 We will deliver our services and advocate for access to other services for our community.
- 4.2 We will support the health and wellbeing of our community.
- 4.3 We will listen to our community about how they wish to communicate with us and implement effective communication methods to achieve this. We will provide our community with opportunities to engage with us.

4.1 We will deliver our core services and advocate for access to other services for our community.



Strategy	Council's role
4.1.1 Ensure services are available for our community	
<p>Support and advocate for services that provide every child with the opportunities to have the best start in life</p> <p>We will do this by developing and implementing a Municipal Early Years Plan and Youth Plan, and advocating for options identified in the Childcare Feasibility Study.</p>	Deliver Collaborate Advocate
<p>Support and advocate for activities that provide older residents with access to the services they need to age in place in Loddon</p> <p>We will do this by guiding the community through transition to the new Commonwealth Support in Home Aged Care Program, and promoting activities that encourage positive ageing.</p>	Deliver Facilitate Advocate
<p>Advocate for high priority, significant services and projects to attract state and federal government funding</p> <p>We will do this by advocating with regional partners for increased road and rail funding, water and sewerage for our towns, and reliable mobile phone and digital connectivity across the Shire.</p>	Collaborate Advocate
4.1.2 Review Council's internal services and processes to ensure we are operating efficiently	
<p>Review Council's processes</p> <p>We will do this by reviewing and implementing the Information Technology Strategy, Records Management Strategy, Digitisation Plan, and improving long term financial planning through annual review of the Financial Plan with up to date financial data.</p>	Deliver
<p>Review Council's services</p> <p>We will do this by developing a Workforce Plan to understand current and future personnel needs, and undertaking services reviews for all internal services and community facing services to embed the cost of delivery in the Financial Plan.</p>	Deliver Collaborate

4.2 We will support the health and wellbeing of our community.



Strategy	Council's role
<p>4.2.1 Enhance the community's opportunity to maintain good health and wellbeing, including mental health</p> <p>Implement initiatives and advocate for services to support overall health and wellbeing to the community We will do this by delivering the Municipal Public Health and Wellbeing Plan and working with agencies across the Shire that provide services and activities that support our community's health and wellbeing.</p> <p>Partner with agencies in the Shire to promote good health and wellbeing We will do this by participating in the Buloke Loddon Gannawarra Health and Wellbeing Network, the Healthy Heart of Victoria, and the Loddon Healthy Eating Active Living and Smoking Prevention Group and by facilitating the Loddon Healthy Minds Network.</p>	<p>Deliver Collaborate Advocate</p> <p>Deliver Collaborate Facilitate</p>

4.3 We will listen to our community about how they wish to communicate with us and implement effective communication methods to achieve this. We will provide our community with opportunities to engage with us.



Strategy	Council's role
<p>4.3.1 We will increase the opportunity for residents to engage with Council about decisions that impact their community</p> <p>Provide informative media We will do this by having an active local and social media presence, and ensuring Council's website is easy to use and has up to date and relevant information.</p> <p>Review engagement activities to ensure continuous improvement We will do this by reviewing the Community Engagement Policy and Customer Service Strategy, by working with a Community Reference Group to understand the needs of the community around engagement, and exploring new ways of engaging with the community.</p> <p>Engage with community groups We will do this by engaging with community groups on specific projects, when invited to meetings, and as representatives on the community asset committees.</p>	<p>Deliver</p> <p>Deliver Collaborate</p> <p>Deliver</p>



26 Loddon Shire Council Community Vision 2031 / Council Plan 2021-2025

Policies, Plans and Strategies

There are many Council approved policies, plans and strategies that support the Council in delivering on the strategic objectives identified in the Council Plan, which include:

Activating Open Space Strategy 2019-2024
Aged Care Service System Assessment
Bendigo Region Destination Management Plan
Building Asset Management Plan
Business Continuity Framework
Childcare Feasibility Study
Climate Proofing Sport and Recreation Facilities Strategy
Community Engagement Policy
Council Governance Rules
Disability Access and Inclusion Plan 2018-2021
Economic Development and Tourism Strategy 2019-2024
Environmental Sustainability Strategy – Action Plan 2013-18
Information and Records Management Strategy
Loddon Aboriginal Community Partnership Plan 2019-2021

Loddon Healthy Minds Network Strategic Plan 2017-2022
Municipal Emergency Management Plan
Municipal Heatwave Plan
Municipal Pandemic Plan
Municipal Public Health and Wellbeing Plan 2021-2025
Neighbourhood Safer Places Plan
Procurement Strategy
Rating Strategy
Road Management Plan
Roadside Management Plan
Settlement Strategy 2019-2034
Volunteer Strategy 2018-2022
Waste Management Strategy 2020-2030
Youth Strategy

Strategic indicators

Sealed road requests
Renewable energy used in Council's operations
Kerbside collection waste diverted from landfill
Value of planning permits processed
Value of building permits processed
Capital improved value of rateable residential properties
Capital improved value of commercial and industrial properties
Volunteer rates
Our workforce under 25 years
Number of overnight tourist visits
Gross regional product
Number of businesses

Residents employed
Internal service reviews completed
External service reviews completed
Children participating in maternal and child health service
Aboriginal children participating in maternal and child health service
Children participating in 4-week key age and stage visits
Population who are smokers
Adults who get adequate physical exercise
Responses to opportunities for engagement with Council



Review and implementation

Accessible fishing pier, Bridgewater on Loddon

Implementation which include but are not limited to

The Council Plan will be implemented through the Financial Plan, Asset Management Plans, and other key strategies. It will be resourced each year through the Annual Budget.

Review

In addition to the development of the Community Vision 2031 and Council Plan 2021-2025 which document the aspirations of the community and the strategies that Council will apply to deliver on these, Council has developed the Annual Plan 2021-2025 which identifies specific actions that will deliver on Council's commitment to the Community's Vision *Creating a community where everyone is welcome and has the opportunity to live, work and thrive.*

The Annual Plan will be reviewed at the end of each financial year to ensure completion of actions and to monitor any additional actions that may have arisen due to changing circumstances or funding opportunities. It will be reported through the Annual Report which incorporates the Report of Operations, Financial Statements and Performance Statements.

The Council Plan 2021-2025 will be reviewed at the end of the full term of the document to identify if the strategic indicators have been achieved.





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Office hours Monday to Friday 8.15am - 4.45pm

11 INFORMATION REPORTS

Nil

12 COMPLIANCE REPORTS**12.1 CONSIDERATION OF THE ANNUAL REPORT FOR THE PERIOD ENDING 30 JUNE 2021**

File Number: 02/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Jude Holt, Acting Chief Executive Officer

Attachments: 1. Loddon Shire Council Annual Report 2020-21

RECOMMENDATION

That Council consider and note the Loddon Shire Council Annual Report for the period ending 30 June 2021.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

At the Councillor forum on 14 September 2021, Councillors were provided with the opportunity to comment on the content of the Annual Report prior to it being forwarded to the Minister for Local Government by 30 September 2021.

BACKGROUND

In accordance with Section 131 of the Local Government Act 1989 (Act), Council must prepare an Annual Report each financial year that includes a report of its operations, an audited Performance Statement, audited Financial Statements, a copy of the auditor's report on the performance statement prepared under Section 132, a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994, and any other matter required by the regulations.

Under Section 134 of the Act, Council must consider the Annual Report at a meeting of the Council, as soon as practicable after the Annual Report has been sent to the Minister.

ISSUES/DISCUSSION

On 14 September 2021 the Minister advised Council that there was a two-month extension until 30 November 2021 for submitting the Annual Report. The Minister was provided with a copy of the Annual Report on 30 September 2021.

The report is available at the Wedderburn office and on Council's website (<https://www.loddon.vic.gov.au/Our-Council/Annual-Report>) and is being circulated to appropriate bodies including local library agencies and other locations.

COST/BENEFITS

Although it is a legislative requirement, preparation of the Annual Report provides Council with an opportunity to formally record the achievements of the financial year at an organisation level and by individual staff.

RISK ANALYSIS

Timely preparation and approval of the Annual Report ensures that Council complies with legislative requirements outlined in the Act.

CONSULTATION AND ENGAGEMENT

In accordance with Section 133(2) of the Act, public notice in the Bendigo Advertiser and Loddon Herald has been given that the Annual Report has been prepared and is available for inspection at Council's office in Wedderburn, and on Council's website.

Annual Report 2020/21



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Acknowledgment of country

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.



Front cover: Sculpture by The Spannerman, Nolens Park Bourt.

Introduction



Sculpture Little Lake Boort.

Introduction

Welcome to report of operations 2020/21

Welcome to Loddon Shire Council's report of operations for the year 1 July 2020 to 30 June 2021.

This is the final report in the planning and accountability framework for local government, and along with the Financial Statements and Performance Statement, forms Council's Annual Report for the year.

Council is committed to transparent reporting and accountability to the community. The report of operations is the primary means of advising the Loddon community about Council's operations and performance during the year.

The report also serves as an important document that will provide 'point in time' information about Council and the community for readers of the future.

This document also provides the opportunity to celebrate the achievements of Council, Council staff and the community over the course of the year.

Snapshot of Council

Purpose

Council Plan 2017-2021

In 2017, Council engaged a facilitator to work with Councillors, senior officers and members of the community to assist in preparing the Council Plan 2017-2021(the Plan).

The ideas and philosophies contributed by those involved led to a restatement of Council's vision, mission and strategic objectives, all of which were included in the Plan.

In accordance with the Local Government Act 1989 (the Act), Council reviews the Council Plan annually to ensure it still reflects the Council's strategic intent.

At the Ordinary Meeting of Council held 26 November 2019, Council confirmed that a full review of the Council Plan 2017-2021 was not required.

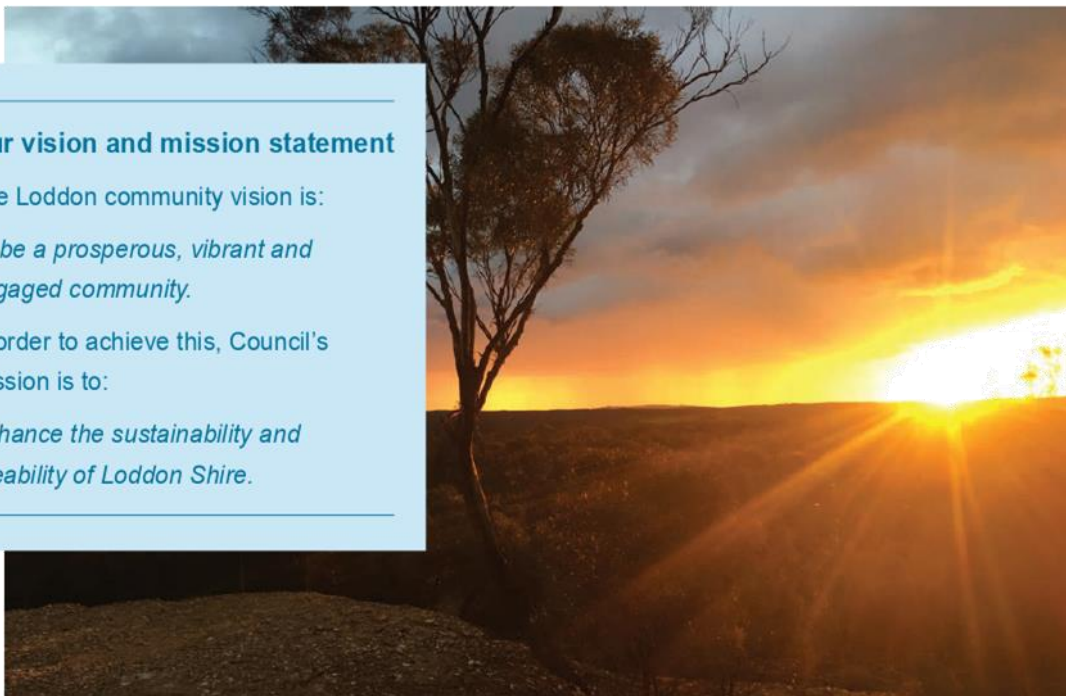
Our vision and mission statement

The Loddon community vision is:

To be a prosperous, vibrant and engaged community.

In order to achieve this, Council's mission is to:

Enhance the sustainability and liveability of Loddon Shire.



Hard Hill Wedderburn.

Facts and figures 2020/21



Grants 2020/21

Community Grants Scheme

Council's Community Grants Scheme assists not-for-profit clubs and organisations based in the Loddon Shire, to deliver projects that directly benefits residents.

Successful organisations 2020/21

Boort Amity Club	Mitchell Park Committee of Management
Boort Angling Club	Mitiamo Football Netball Club
Boort Cemetery Trust	Mitiamo Municipal Recreation Reserve
Boort Football Club	Mysia Recreation Reserve
Boort Lakeside Croquet Club	Pyramid Hill and District Historical Society
Boort Resource and Information Centre	Pyramid Hill Football and Netball Club
Boort Tennis Club	Pyramid Hill Golf Club
Boort Tourism Development	Pyramid Hill Memorial Hall Community Asset Committee
Boort Yando Cricket Club	Pyramid Hill Neighbourhood House
Bridgewater Bowling Club	Serpentine Bowling Club
Bridgewater On Loddon Development Committee	Wedderburn and Regional Theatre Society
Bridgewater Recreation Reserve	Wedderburn Cemetery Trust
Calivil Recreation Reserve Committee Of Management	Wedderburn Community Centre Community Asset Committee
Campbell's Forest and District Community Action Planning Group	Wedderburn Community House
East Loddon Community News	Wedderburn Development Association
East Loddon Historical Society	Wedderburn Historic Engine and Machinery Society
Eddington Community Centre	Wedderburn Historical Records Museum
Inglewood and Bridgewater (Vic) Men's Shed	Wedderburn Tourism Committee of Management
Inglewood Community Neighbourhood House	
Inglewood Town Hall Hub Community Asset Committee	

Introduction

Events Sponsorship Scheme

Council's Events Sponsorship Scheme exists to provide assistance to community groups organising local events.

Many events were cancelled due to COVID-19 restrictions and some funds were returned. Some organisations retained the funds due to expenditure on advertising and other unavoidable costs before the event was cancelled.

Successful organisations 2020/21

Active Farmers	
Boort Agricultural and Pastoral Society	
Boort Lakeside Croquet Club	
Boort Tourism Development	
Boort Trotting Club	
Bridgewater Bowling Club	
Calivil Bowling Club	
Dingee Bowling Club	
Disabled Water Ski Australia	event cancelled and sponsorship returned
Inglewood and Districts Health Service	some events cancelled
Inglewood Bowling Club	
Inglewood Football Netball Club	
Kooyoora Women's Network	event cancelled
Korong Vale Golf Club	event cancelled
Laanecoorie Gold Bash	
Mitiamo Golf Club	
Mysia Recreation Reserve	
Pyramid Hill Bowling Club	
Serpentine Bowling Club	
St Johns Bears Lagoon	
United Filipino Organisation	
Wedderburn and District Harness Racing Club	
Wedderburn Bowls Club	
Wedderburn Historical Engine and Machinery Society	
Wedderburn Tourism	event cancelled and some of sponsorship returned

Challenges and future outlook

Our challenges

- ongoing recovery from the impacts of COVID-19, including lockdowns and restrictions
- internet and mobile phone connectivity and access
- an ageing population
- retaining our youth
- urbanisation and changing social values
- technology and innovation
- budgetary constraints
- Council's extensive road network
- changing weather patterns and unreliable rainfall
- water security
- attracting and retaining staff
- Council's ageing building infrastructure
- sparsely populated Shire

The future

- the expanding renewable energy sector
- the growing agribusiness sector
- tourism
- monitoring of preconditions to implementation of the Skinner's Flat Reservoir Master Plan
- Newbridge sewerage and water
- Donaldson Park Community Hub redevelopment
- Pyramid Hill Community Centre development
- development of new four-year Council Plan 2021-2025
- responding to service delivery expectations in a financially sustainable way
- COVID-19 response and recovery



The year in review

Kangaroo Chair by artist Judy Lorraine, Kelly Park Pyramid Hill.

The year in review

Message from the Mayor and CEO

Welcome to the Loddon Shire Council Annual Report 2020/21. This is our 27th Annual Report and we are proud to present the highlights and achievements of the year.

The past 12 months were certainly busy, with Council elections, continuation of Council projects and activities, and of course, the ongoing challenges of the COVID-19 pandemic.

The year saw Loddon Shire Council welcome three new Councillors and two returning Councillors following the declaration of the poll for Loddon Shire elections on 4 November 2020.

In addition to the return of Councillor Neil Beattie for Boort Ward and Councillor Gavan Holt for Wedderburn Ward, Council welcomed Wendy Murphy as the Councillor for Inglewood Ward, Linda Jungwirth as the Councillor for Tarnagulla Ward and Dan Straub as the Councillor for Terrick Ward.

We would also like to express appreciation to candidates for putting themselves forward for public office and former Councillor Colleen Condliffe for her years of service to Council, as well as former Mayor Cheryl McKinnon and Councillor Geoff Curnow, who did not stand for election.

The COVID-19 pandemic continued to have an effect on businesses, tourism and residents – including lockdowns and restrictions at varying points of time. Throughout the year, Council continued to work with, and provide support to local businesses and the community during the pandemic.

This included working with hospitality businesses to activate outdoor dining and entertainment across the Shire, with Council successful in securing \$250,000 in funding as part of the Victorian Government's Local Councils Outdoor Eating and Entertainment Package.

Further COVID-19 business support was enabled through the appointment of a Business and Economic Recovery Officer. Originally a Working for Victoria role, the position was extended by Council until the end of the financial year.

Council also supported the Go Local First campaign, encouraging communities to back small businesses by buying goods or services from them either in person or online. The campaign also encouraged small business owners to use other small businesses as suppliers.



Mayor Neil Beattie and CEO Phil Pinyon.

Council sought to understand the impacts of the pandemic on our local business community and young people through their feedback via surveys, to help Council provide further support and reduce the impacts of the pandemic.

Free reusable face masks for residents were distributed to outlets across the Shire and Council implemented a COVID-19 Hardship Policy, which helped ratepayers experiencing difficulty in meeting rate payment deadlines.

An information brochure was also sent to all residents outlining available COVID-19 support and a list of service contacts across the Loddon Shire. This brochure was made available on Council's website, which also provided specialised COVID-19 information and resources for both businesses and residents.

Council sought to understand the impacts of the pandemic on our local business community and young people through their feedback via surveys, to help Council provide further support and reduce the impacts of the pandemic.

Council employed a number of staff through the Victorian Government's Working for Victoria initiative, which aimed to support the community and businesses impacted by COVID-19.

Through the program, Council offered more than 30 jobs on six-month terms for a variety of positions including outdoor roles, maintenance, project

The year in review

management, administration, support officers and more, with locals encouraged to apply.

The scheme was valued by Loddon Shire and its staff, and we hope those who worked with the Shire gained much during their time with Council.

Where easing of COVID-19 lockdowns and restrictions permitted, Council welcomed the return of public events, including Australia Day 2021 celebrations, Easter weekend events, Anzac Day commemorations, National Volunteer Week events and in-person Citizenship Ceremonies.

The year also saw the launch of The Loddon Shed, which puts high-quality produce and creations of the Loddon Valley makers at the fingertips of shoppers throughout Australia.

A partnership between Loddon Shire Council and The Food Purveyor, The Loddon Shed is an online store showcasing the best of Loddon food producers, growers and microbusinesses to offer a range of locally produced products in one easy shopping experience to customers anywhere in Australia.

Additionally, the Loddon Valley was featured in the new Bendigo and Region Gastronomy Guide, showcasing the region's culture and traditions around food and drink. The guide provides a fantastic platform of our region, enabling tourists and residents to explore the wonderful food and drink experiences.

Loddon Shire also became part of an initiative to support Aboriginal businesses and economic development across central Victoria, via the Aboriginal Business Capability Building Initiative.

Led by the City of Greater Bendigo and funded through Regional Development Victoria, the initiative seeks to strengthen local, social and economic outcomes by maximising local spend in the region. It also focuses on creating local jobs, including for Aboriginal people.

In May 2021, Council was one of 46 Victorian Councils to sign on to VECO, the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia.

VECO, led by Darebin City Council, will provide 45 per cent of all Victorian councils' electricity requirements with 100 per cent renewables, reducing greenhouse emissions by 260,000 tonnes of carbon dioxide equivalent every year.

The ground-breaking project will reduce each of the councils' current energy bills and reduce electricity prices by using clean renewable energy generated in Victoria.

Despite challenges amid a COVID-19 environment, Council's 2020/21 Budget showed Council in a strong cash position and debt free. The budget included strong investment in local road and related infrastructure maintenance, continued support for the aged services and early years programs, and a capital expenditure program of \$7.24M.

Additionally, the year saw the completion of projects and continuation of on-the-ground works across the Shire.

This included completion of Sloans Road Bridge replacement, safety upgrade works on the Old Inglewood Reservoir, Inglewood Football and Netball Lighting Upgrade, path at Little Lake Boort foreshore, and upgrades to caravan parks at Boort, Pyramid Hill and Wedderburn.

Works began on new female-friendly change rooms at the Bridgewater Recreation Reserve, Baileys Road Bridge replacement at Derby, and installation of footpath and kerb and channel in Boort and Wedderburn.

A partnership between Loddon Shire Council and The Food Purveyor, The Loddon Shed is an online store showcasing the best of Loddon food producers, growers and microbusinesses to offer a range of locally produced products in one easy shopping experience to customers anywhere in Australia.



The year in review



The policy encourages greater engagement with the community, including how Council will inform, consult with, involve, collaborate and empower the community in various engagement activities undertaken by Council.

Council also welcomed funding announcements for major projects including the Pyramid Hill Community Centre Development and Wedderburn's Donaldson Park Community Hub.

The Victorian Government announced \$2.47M to deliver Stage 1 of the Pyramid Hill Community Centre Development and an additional \$1.38M towards the \$5.2M Donaldson Park Community Hub.

Council also welcomed an additional \$4.77M over two years in Federal Government funding as part of the Local Roads and Community Infrastructure Program (LRCI).

The funding, which was announced as part of the 2021/22 Federal Budget, is for Phase 3 of the LRCI Program. This is in addition to funding Council received under Phase 1 and Phase 2 of the program – providing a little over \$8.95M overall.

Council's 2020/21 Community Grants Scheme saw almost \$180,000 in funding allocated to 34 community groups across the Shire towards community projects.

Community projects also received more than \$151,000 in project allocations as part of the 2020/21 Community Planning Program.

In addition, local community newsletters throughout our Shire received annual funding towards their production following a resolution at Council's September 2020 meeting. This annual allocation means community-based newsletters will no longer have to apply for funding through Council's Community Grants Program.

Throughout the year Council continued to engage with the community around a number of strategic documents and other matters.

This included a Childcare Feasibility Study and Business Case, new Waste Management Strategy, Newbridge Water and Sewerage Business Case, Skinners Flat Master Plan, Loddon Shire's draft 2021/22 budget and associated documents, internet

and mobile phone connectivity, and new Public Health and Wellbeing Plan – to name but a few.

Council also asked community members to provide input into Loddon Shire's Community Vision and development of its new four-year Council Plan.

This engagement included the formation of the Loddon Project Community Reference Group, online and hardcopy surveys, phone sampling, webinars and community drop-in sessions.

Additionally, the Community Engagement Policy, developed with assistance from a group of community members, was adopted by Council in February 2021.

The policy encourages greater engagement with the community, including how Council will inform, consult with, involve, collaborate and empower the community in various engagement activities undertaken by Council.

The year also saw Council continue to advocate for its communities through its membership of wider regional, state and national associations, including the Murray River Group of Councils, Rural Councils Victoria, Municipal Association of Victoria and Australian Local Government Association.

Finally, Council's Chief Executive Officer Phil Pinyon announced his retirement at the end of this financial year.

During his tenure, Phil has overseen the development and completion of numerous projects, strategic documents, advocacy efforts, and has formed successful partnerships.

As Mayor, and on behalf of Councillors, I would like to take this opportunity to thank Phil for his service to Council for the past five years and wish him all the best in his retirement.

Cr Neil Beattie
Mayor

Phil Pinyon
Chief Executive Officer

Financial summary

Council's financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the financial statements and performance statement section of this report.

Operating position

Council finished the year with a surplus of \$2.75M in 2020/21. This deficit contrasts with the prior year deficit of \$0.65M. The Comprehensive Income Statement in the Financial Statements indicates that the variance is due mainly to an increase in upfront grant income related to road and other infrastructure projects. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$1.71M or -5.44 per cent when compared to adjusted underlying revenue.

Liquidity

Cash has remained steady with another early payment of Financial Assistance Grants allocation which is equivalent to 50 per cent of the expected funding. This will enable Council to complete some of the scheduled works for 2021/22 earlier than expected due to this advance payment. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 507 per cent is an indicator of its satisfactory cash position. Council operates a number of reserves to fund future expenditure. The balance of these reserves at the end of 2020/21 was \$25.5M. This amount was held by Council in cash and term deposits at the end of the financial year.

Obligations

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$7.9M in renewal and upgrade works during the 2020/21 year. This was funded from grants, rate income and cash reserves with no borrowings. At the end of the 2020/21 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was zero per cent.



Visitor Information Centre volunteers celebrating volunteers week May 2021 at East Loddon Woolshed.

Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was almost 80 per cent.

Stability and efficiency

Council has a range of revenue sources including rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 36.59 per cent for the 2020/21 financial year. Council was restricted to increasing its revenue base for the 2020/21 year by a 2.0 per cent rate cap. This resulted in an average rate per assessment of \$1244.14 which compares favourably to similar councils in rural Victoria.

Sources of funding

During 2020/21, Council received a total of \$35.95M from various income sources. The most significant are rates and charges of \$11.52M (32 per cent). Other significant sources were Financial Assistance Grants funding of \$9.40M (26.1 per cent) and Federal Roads to Recovery funding of \$2.39M (6.6 per cent). Without this funding it would not be possible to deliver the current level of services or maintain assets at existing levels within Loddon.

The year in review

Description of operations

Council is responsible for a variety of services, from family and children's services, aged and disability services, parks and gardens, youth programs, waste management and community building, to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget.

This broad range of community services and infrastructure for residents help Loddon Shire to be a prosperous, vibrant and engaged community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2017-2021 and budget.

The delivery of services, facilities, support and advocacy to achieve the strategic objectives is measured by a set of strategic indicators, service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Federal legislation.

Economic factors

During 2020/21 Council continued to operate within both a rate capped and labour capped environment. The budget was developed based on 2 per cent rate cap and 3 per cent cap on labour.

Major capital works

Roads, bridges and culverts

Council has an extensive network of 4,742 kilometres of sealed and unsealed local roads. During 2020/21, Council completed:

- 15.7km of local road construction. This involved the rehabilitation and widening of existing pavements and sealing.
- 5.4km of local road shoulder resheets
- 19.5km of local road resheets

Inspection summary

• From 1 July 2020 to 30 June 2021, 1000 inspections were completed (6,935 defects raised), with 98.6 per cent of all inspections completed before their due date.

Defect rectification

• From 1 July 2020 to 30 June 2021, 10,286 defects were rectified, with 98.5 per cent of all defects (10,135 in total) completed before their due date.

Key projects in 2020/21 included:

- Echuca Serpentine Road and Bridgewater Raywood Road upgrade and widening
- Yorkshire Road Bridge Guardrail upgrade

- Heales Street, Inglewood Drainage improvement project
- Sloan's Road Bridge replacement project
- Culvert replacement on the Seven Months Creek in Kelly Street, Pyramid Hill

Buildings

Council has over 170 buildings including:

- kindergartens and maternal and child health centres
- public halls, community centres and senior citizens centres
- municipal offices
- public toilets
- caravan parks
- elderly persons' units
- swimming pools and many others.

To ensure these buildings remain in a condition considered adequate for their use, it is estimated that \$400,000 per annum is required for capital expenditure and \$232,000 is required annually for maintenance.

During 2020/21, the buildings program included:

- Boort Court House works
- Pyramid Hill Memorial Hall works
- Emergency works at a variety of sites
- Refurbishment works on a number of public toilets



Culvert Replacement, Kelly Street Pyramid Hill.

Building works require planning and funding. An achievement during 2020/21 included:

- After receiving a grant from Local Government Victoria, the hall at the Wedderburn Senior Citizens was repurposed and fit out as the new Council Chambers, with fast internet, new video conferencing facilities (camera, screen and microphones) and the ability to livestream Council meetings.

Other major achievements

Some services feature in other sections of the Annual Report due to mandatory reporting requirements. However, other services have had major achievements which contribute to Loddon's mission and vision:

Assets and Infrastructure

- Council was successful in gaining three grants under the Heavy Vehicle Safety and Productivity Program for the upgrade of Echuca Serpentine Road and Bridgewater Raywood Road.
- Council was successful in gaining a Bridges Renewal Grant for the upgrade of Godfrey Street Bridge in Wedderburn.
- Council was successful in gaining an AgriLinks Upgrade Program grant for the upgrade of Laanecoore-Newbridge Road.
- Participated in the Victorian Energy Collaboration project. Council committed to a 9.5-year renewable energy contract (called a Power Purchase Agreement) which will reduce electricity costs by approximately 15 per cent.

- Council adopted a new Asset Management Policy.
- Continued to take valuable feedback on services and reporting from the community.

Tourism

The Loddon Shed was launched in August via a Facebook livestream, and continues to be supported by tourism staff. The Loddon Shed provides an opportunity for 25 local niche and artisan producers to sell their products online to consumers nationwide, and allows them to work together through collaboration and cross promotion.

Council recognised that the Loddon Valley has a budding number of producers with a wide range of products, and is supporting these businesses by facilitating them to work together on distribution arrangements into broader markets, giving their brands and products a stronger market presence than they would be able to achieve individually.

For many of the local small-scale producers throughout the Loddon Shire, having an online store independently was not feasible. By being a part of The Loddon Shed, many of the processes involved in selling stock online have been simplified for individual businesses.

This online store, along with Loddon's involvement with the Bendigo City and Region of Gastronomy, has the potential to grow these businesses and increase awareness of Loddon Valley products Australia-wide.

The year in review



Bird murals Wedderburn; Top Wedderburn Hotel, middle Foodworks, High Street, bottom Church of Christ High Street.

Other tourism activities during the year include:

- The Loddon Valley Inglewood and Bridgewater on Loddon Branding Toolkit was launched in August, along with updates for attendees about COVID-19 recovery, City of Gastronomy, Bendigo Regional Tourism and the Go Local First campaign facilitated by Council.
- Loddon Valley Business Network evenings were held in September, November and April covering topics such as branding, promotions, local business guest speakers, The Loddon Shed, and communication, collaboration and sharing knowledge. Up to 36 business representatives attended the sessions.
- A Customer Service Workshop was held in March, with 43 business representatives attending.
- From March through to July 2021, tourism staff supported Inglewood businesses to link with the Mary Quant exhibition at the Bendigo Art Gallery. Selfie backdrops were provided to Fusspots, Inglewood Emporium and Sharps Bazaar.
- In May, a Story Towns podcast was launched in conjunction with the Wedderburn Birds Eye View murals.

Community project management

- The Inglewood Sports Centre Floodlighting Upgrade Project was completed with new football and netball lighting towers and lights installed.
- The Pyramid Hill Streetscape Project commenced with Victorian Government funding of \$800,000 matching Council's \$610,000 contribution (total \$1.41 million).
- The Pyramid Hill Community Centre Project received funding of \$2.6M funding for design and construction of Stage 1. This stage will see the redevelopment of the Pyramid Hill Senior Citizens building and includes the allied health wing hall and kitchen renovations.
- The completion of the three outdoor exercise pods with shade structures at Boort, Wedderburn and Pyramid Hill.
- The construction of a granitic sand footpath around Little Lake Boort to promote active recreation and to allow the commencement of a parkrun at Boort. The footpath removes the need to cross roads for the parkrun course.

A number of community planning projects have been completed by the relevant Committees of Management with funding from the Community Planning Program.

These projects, totalling \$65,000, include:

- Installation of a photovoltaic (solar) system at the Tarnagulla Public Hall. The Tarnagulla Public Hall Committee project managed the procurement and installation.
- External painting and minor works at the Rheola Public Hall, project managed by the Hall committee.
- Completion of the connection to the South West Loddon Pipeline, installation of tanks and internal pipeline by the Rheola Pioneers Memorial Park Reserve Committee.
- Termite repair and painting of the Arnold Public Hall, project managed by the Arnold Hall Committee of Management.
- Replacing electrical wiring at the East Loddon Community Centre.

Customer service

- Upgrade of Council’s internet to improve access to information and services.
- With the decommissioning of copper from Telstra’s telephony capability, the Council have implemented a replacement (called BISSIP) to ensure ongoing telephony capability for ratepayers to call the Shire staff.

Early childhood and early years

- Childcare feasibility study and business case presented to Council with Option 3 selected as the preferred model.
- Funded three-year-old kindergarten implemented.
- Children aged three and four accessing 15 hours of kindergarten weekly.
- Kindergarten enrolments increased with 92 children attending across the Shire.
- Kindergartens participated in a number of additional programs such as Smiles for Miles, speech screenings and school transition.
- Maternal Child Health Services were adapted throughout the year with many appointments taking place over Telehealth.
- Three new parent groups were implemented across the Shire.



Thank you bus tour for Visitor Information Centre volunteers May 2021.



Streetscape redevelopment, Pyramid Hill.

The year in review



The Loddon Valley Business Network dinner May 2021.

Economic development

- An economic analysis was finalised to support the business case as advocacy documents for a Newbridge Water and Sewerage proposal. Should government funding opportunities arise, further community engagement would be undertaken to determine the level of uptake by landowners.
- The Caravan Park Upgrade project commenced in October 2020 to deliver improvements to roads and certain cabins, replace powerheads and street lighting, and to replace amenities blocks to bring them up to current standards expected by the travelling public. The upgrades are being undertaken at Boort, Pyramid Hill and Wedderburn caravan parks. The project is co-funded by Council and the Regional Growth Fund, made possible through the Our Region Our Rivers group of seven councils led by Swan Hill Rural City Council.
- A survey of Loddon Shire residents and businesses was released to obtain data on broadband internet speeds and mobile phone network coverage. This is one of Council's many advocacy efforts for digital connectivity in the Loddon Shire, and was part of the 100 Gig City/Region Project led by the City of Greater Bendigo.
- The Skinners Flat Master Plan was completed and noted by Council, with options and actions to be decided later after identified pre-conditions have been determined, including dam wall safety and acquisition of a secure water supply to the reservoir.
- The Local Councils Outdoor Eating and Entertainment Package funding of \$250,000 was delivered to 21 hospitality businesses across Loddon Shire, extending outdoor eating areas including provision and installation of artificial turf, tables and chairs, umbrellas, planter boxes and heaters.
- Two investment guides were developed and made available on Council's enhanced "Invest in Loddon" webpage. The guides addressed the pig industry and small scale agribusiness and horticultural development in Loddon Shire.
- Installation of three electric vehicle chargers at Wedderburn, Newbridge and Inglewood.

The year in review

Emergency management

- Continuation of Pandemic Coordinator/Recovery Manager and establishment of Internal Pandemic Working Group.
- Continuation of a Community Pandemic Relief and Recovery Committee and a Pandemic Relief and Recovery community reference group.
- Continuation of coordination and provision of community response and relief activities.
- In response to new Emergency Management Act, Council authorised staff members as Municipal Recovery Managers (MRM) and Municipal Emergency Management Officers (MEMO).

Finance and rating

- Introduction of electronic purchase orders for supplier purchasing
- Review and adoption of the Revenue and Rating Plan

Municipal public health and wellbeing

- Continually improving and altering service provisions around COVID-19 restrictions.
- Distribution of COVID-19 information brochure for Loddon Shire residents, which included a list of Loddon Shire service contacts. The brochure was delivered to all households in the Shire via unaddressed mail.
- Distribution of masks to the community's vulnerable members via local collection points in each ward.
- Health and wellbeing agency contact details for Loddon Shire added to a special COVID-19 page on Council's website.
- COVID-19 community Mental Health survey via Survey Monkey. Where restrictions permitted, Council staff also conducted the surveys in-person.
- Loddon Healthy Minds Network Suicide Prevention online forum held 22 October 2020.
- Commenced delivery of the Community Activation and Social Isolation Initiative – July to December 2020.
- The Loddon Healthy Minds Network provided two smoothie bikes for use by community groups when delivering 5 Ways to Wellbeing activities.
- Delivered community and organisation activities for 16 days of activism from 25 November to 10 December.
- Community Activation and Social Isolation (CASI) program supported community activities to enhance social connectedness, including school end-of-year pool parties, community Christmas events, and 2020 Year in review booklet.



Top: Loddon Shire Councillors Gavan Holt, Neil Beattie and Linda Jungwirth with CEO Phil Pinyon supporting Wedderburn Harness Racing Cup.

Middle: Outdoor fitness equipment closed due to COVID-19.

Above: Boort Pit Stop 2020 (Men's health checks).

The year in review

Parks and townships

- Rectification of 3,681 defects that consisted of maintenance actions on footpaths, street and park trees, garden beds, grass mowing and playgrounds with 95.1 per cent of all defects completed before their due date.
- Construction of footpaths in Wedderburn, Boort, Inglewood and Bridgewater on Loddon.

Waste management

- From 1 July 2020 to 30 June 2021, 6,996 loads of waste were brought into Loddon's six waste facilities, depositing:
 - 2,836m³ waste
 - 661m³ recyclables
 - 1,922m³ green waste
 - 1,602m³ metals
 - 56m³ concrete
 - 25m³ clean fill
 - 171 mattresses
 - 73 tyres
 - 246 white goods
 - 1,063 items of e-waste
- Loddon Shire Council continued to offer residents fee free waste disposal once a quarter. From 1 July 2020 to 30 June 2021 2,576 residents used the service depositing the following across the six waste facilities:
 - 2,144m³ of waste
 - 185m³ recyclables
 - 452m³ steel
 - 1364m³ of green waste
 - 174 items of white goods
 - 626 items of e-waste
- Hard waste pickup was completed in March with 784 pickups.

Youth

- Council participated in the steering committee for the Keep In Touch (KIT) van project to boost youth mental health in Loddon Campaspe region.
- Loddon Shire Council continued to support the L2P program to assist young people in gaining experience driving and obtaining their drivers licence.
- Council participated in the Strong Youth Strong Communities Steering committee, working in partnership with Buloke Shire Council, Gannawarra Shire Council, Northern District Community Health and North Central Local Learning and Employment Network to bring together all youth focused agencies within the region to support young people.
- Support provided for young people to attend Portsea Camp.
- The Loddon Youth Survey opened - capturing information to understand the impacts faced by Loddon young people from COVID-19 restrictions.

Major changes

In 2020/21 Council adapted its service delivery to meet the ever changing COVID-19 situation. More information on Council's response to COVID-19 is throughout the Report of Operations.



Bins along the river walking track at Bridgewater on Loddon.



Our Council

Bridgewater on Loddon shade sculptures.

Our Council

Who we are

Our Shire

Geography

Loddon Shire is located in central Victoria, about 175 kilometres north-west of Melbourne. It is bounded by Gannawarra Shire in the north, the Shire of Campaspe and the City of Greater Bendigo in the east, Mount Alexander and Central Goldfields shires in the south and Northern Grampians and Buloke shires in the west.

Loddon Shire is a predominantly rural area, with many small towns and communities. The larger towns are Boort, Bridgewater on Loddon, Inglewood, Pyramid Hill and Wedderburn.

The Shire encompasses a total land area of approximately 6,700 square kilometres. Land is used mainly for agriculture and horticulture, particularly grain, sheep, wool, beef cattle, dairy, pigs and poultry.

In recent years, there has also been an increase in viticulture, olives and fodder crops.

Major features of the Shire include the Loddon River, Terrick Terrick National Park, Leaghur State Park, Kooyoora State Park, Lake Boort, Major Mitchell Trail, Mount Korong, Melville Caves, Laanecoorie Reservoir and various wineries.

Major highways passing through the Shire include the Calder Highway, the Loddon Valley Highway and the Wimmera Highway.

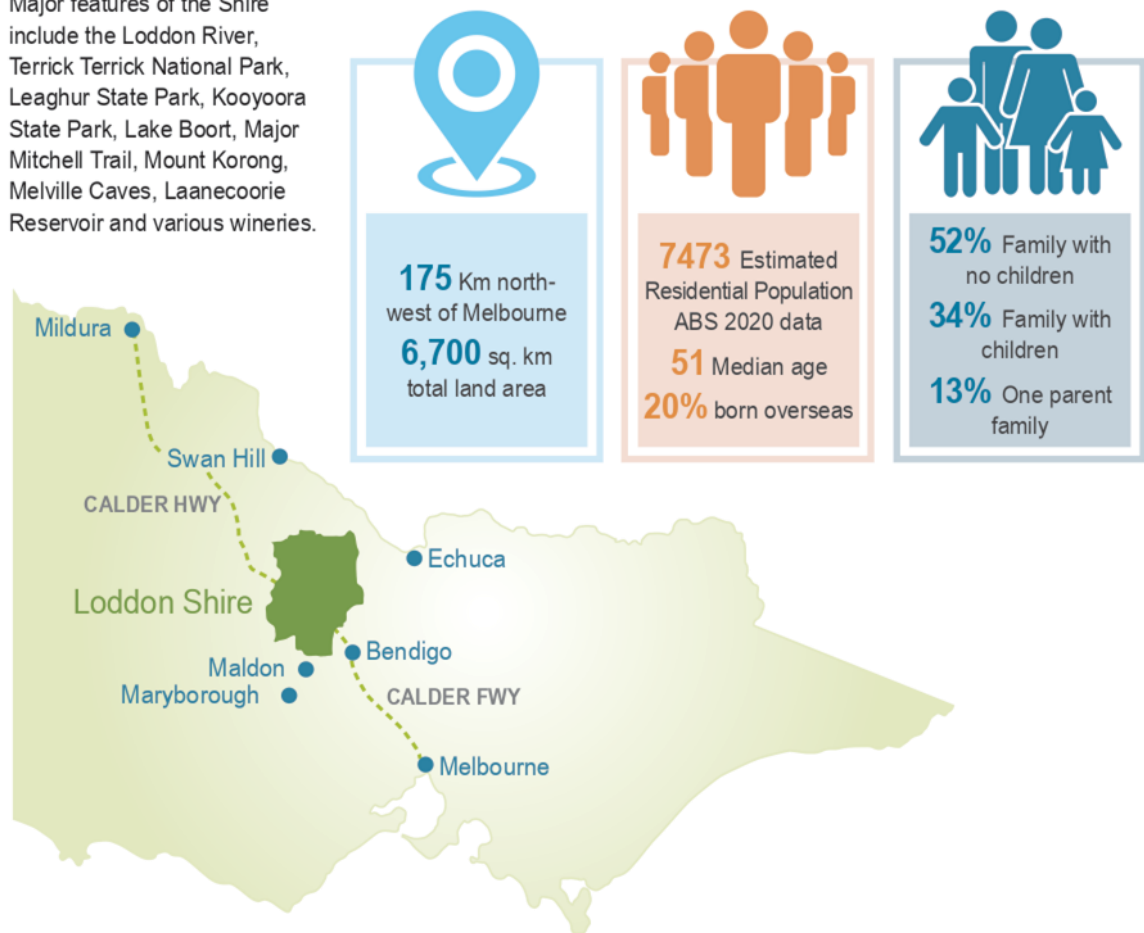
Population

The Australian Bureau of Statistics (ABS) 2020 data showed an estimated residential population of 7,473 in Loddon Shire with an overall median age of people in the Shire of 51 years.

During the year, Council recorded 56 births in the Shire.

Family composition

Of the families in the Loddon Shire, the ABS 2016 Census shows that 52 per cent were a couple family without children and around 34 per cent were a couple family with children. Thirteen per cent were one parent families.



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Sunrise over Loddon Shire.

Origin

The 2016 Census data shows a little over 20 per cent of our residents were born overseas. The percentage of people born overseas has progressively increased from 7 per cent in 2001. Other than Australia the top five countries of birth included England, Philippines, New Zealand, Netherlands and Germany. The Philippines joined the top five most common countries of birth for the first time in 2016.

Median weekly incomes

According to the 2016 Census, the median weekly personal income in the Loddon Shire was \$467.

The median weekly family income was \$1,116, while the median weekly household income was \$826.

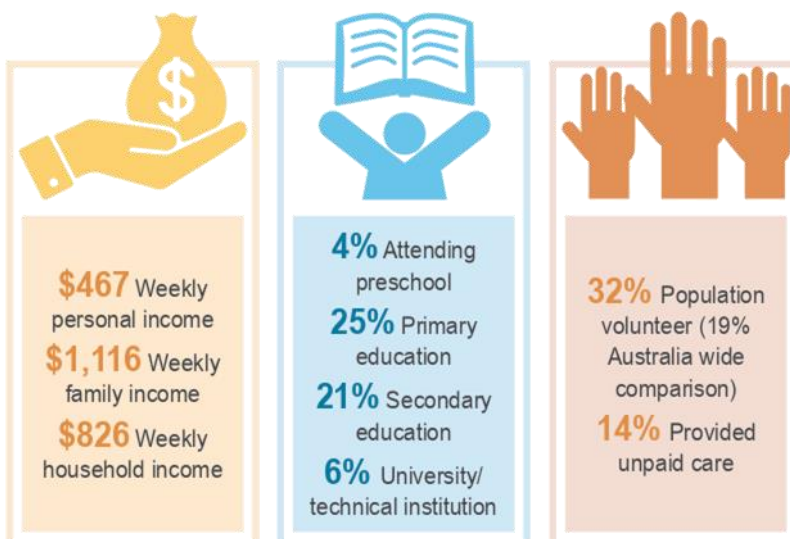
Education

Overall, 4 per cent of our youth population was attending preschool, 25 per cent were in primary education and 21 per cent were attending secondary education. Six per cent were attending further education, including university or technical institution.

Volunteers

Loddon Shire has a strong sense of self-reliance and community spirit, and this is reflected in the rate of volunteerism.

The 2016 Census showed a rate of 32 per cent of the population volunteering – and many of those volunteers held roles in a number of community organisations. This figure is compared with a total of 19 per cent in Australia. In addition, 14 per cent of our people provided unpaid care for others.



Council contacts

Municipal offices

Wedderburn

41 High Street,
Wedderburn, 3518

Local call: 1300 365 200

Phone: (03) 5494 1200

Fax: (03) 5494 3003

Office hours: 8.15am - 4.45pm
Monday to
Friday
(except public
holidays)

Serpentine

37 Peppercorn Way,
Serpentine, 3517

Phone: (03) 5494 1201

Fax: (03) 5437 8407

Office hours: 8.30am - 5.00pm
Monday to
Friday
(except public
holidays)

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.

- TTY/voice users phone 133 677 then ask for (03) 5494 1200
- Speak and Listen users phone 1300 555 727, then ask for (03) 5494 1200

For more information, visit:
www.relayservice.gov.au

Website:
www.loddon.vic.gov.au

Email:
loddon@loddon.vic.gov.au

Library services

Council's library services are provided by:

Goldfields Library Corporation

259 Hargreaves Street, Bendigo, 3550

PO Box 887, Bendigo, 3552

Telephone: (03) 5449 2700

Email: helpdesk@ncgrl.vic.gov.au

Website: www.ncgrl.vic.gov.au/libraryagencies

For enquiries about Loddon's library agencies, telephone (03) 5449 2790.

Library agency locations and opening hours

Location	Usual opening hours
Boort	
Boort Resource and Information Centre, 119 - 121 Godfrey Street, Boort	Monday to Friday 10.00am - 3.30pm
Dingee	
Dingee Railway Station Progress Park, Mack Street, Dingee	Tuesday 9.00am - 11.00am
Inglewood	
Inglewood Community Neighbourhood House, Inglewood Town Hall Hub, 20 Verdon Street, Inglewood	Monday, Tuesday, Wednesday, Thursday 9.00am - 4.30pm
Pyramid Hill	
Pyramid Hill Neighbourhood House, 5-8/43 - 45 Kelly Street, Pyramid Hill	Tuesday 10.30am - 3.00pm Wednesday 12.00pm - 3.00pm Thursday 12.00pm - 3.00pm
Tarnagulla	
Tarnagulla Community Centre, 8 Sandy Creek Lane, Tarnagulla	Monday 2.00pm - 3.00pm Friday 2.00pm - 4.30pm
Wedderburn	
Wedderburn Community Centre, 24 Wilson Street, Wedderburn	Tuesday 10.00am - 3.00pm Wednesday 10.00am - 12.00pm Thursday 10.00am - 3.00pm

Maternal and child health centres

Council operates five maternal and child health centres.

Phone: (03) 5494 1201

Email: bookings@loddon.vic.gov.au

Online: www.loddon.vic.gov.au/Live/Services-for-our-younger-residents/Maternal-and-Child-Health-Service

Location / contact	Opening hours
Boort	
King Street M: 0409 166 891	Thursday 9.00am - 3.30pm
Dingee	
Bush Nursing Centre, King Street M: 0409 166 891	Monday (weeks 1 and 3) 9.00am - 4.00pm
Inglewood	
Grant Street M: 0409 166 891	Wednesday 8.30am - 4.00pm
Pyramid Hill	
Senior Citizens Centre, McKay Street M: 0409 166 891	Monday (weeks 2 and 4) 9.00am - 3.00pm
Wedderburn	
Community Centre, Wilson Street M: 0409 166 891	Tuesday 9.00am - 3.30pm

Kindergartens

Council supports the operations of five kindergartens.

Location/contact	Hours
Boort Pre-school	
123 - 127 Godfrey Street, Boort, 3537 P: (03) 5455 2292 M: 0498 707 799	4 year olds Tuesday, Wednesday and Thursday 8.45am - 1.45pm 3 year olds Tuesday, Wednesday and Thursday 8.45am - 1.45pm
Dingee Pre-school	
785 Dingee-Serpentine Road, Dingee, 3571 P: (03) 5436 8401 M: 0498 606 345	4 year olds Monday, Wednesday and Thursday 8.45am - 1.45pm 3 year olds Monday, Wednesday and Thursday 8.45am - 1.45pm
Inglewood Kindergarten	
75A Grant Street, Inglewood, 3517 P: (03) 5438 3533 M: 0498 505 277	4 year olds Tuesday, Thursday and Friday 8.45am - 1.45pm 3 year olds Tuesday, Thursday and Friday 8.45am - 1.45pm
Pyramid Hill Pre-school	
67 Kelly Street, Pyramid Hill, 3575 P: (03) 5455 7230 M: 0498 606 023	4 year olds Tuesday, Wednesday and Thursday 8.45am - 1.45pm 3 year olds Tuesday, Wednesday and Thursday 8.45am - 1.45pm
Wedderburn Kindergarten	
77 Ridge Street, Wedderburn, 3518 M: 0498 707 005	4 year olds Wednesday, Thursday and Friday 8.45am - 1.45pm 3 year olds Wednesday, Thursday and Friday 8.45am - 1.45pm

Our Council

Landfill and transfer stations

Council supports the operation of three unlicensed landfills and three transfer stations.

Landfills are the most widely utilised solid waste management option. The waste is typically compacted in order to increase its density and stability, and covered to prevent the attraction of pests.

A transfer station is a building or processing site for the temporary disposal of waste.

All transfer stations and landfill facilities are closed on public holidays.

Location	Hours
Boort landfill	
Off Boort-Quambatook Road	Tuesday 8.00am - 12.00pm Sunday 1.00pm - 5.00pm
Dingee transfer station	
Lawry's Road	1 April – 30 September Third Sunday of month 10.00am - 2.00pm 1 October – 31 March First Wednesday of month 8.00am - 12.00pm Third Sunday of month 10.00am - 2.00pm
Inglewood transfer station	
Inglewood-Salisbury Road	Wednesday 8.00am - 12.00pm Saturday 8.00am - 12.00pm
Newbridge landfill	
Ryan Street	Wednesday 1.00pm - 5.00pm Sunday 1.00pm - 5.00pm
Pyramid Hill landfill	
Ballast Road	Tuesday 1.00pm - 5.00pm Sunday 8.00am - 12.00pm
Wedderburn transfer station	
Godfrey Street	Thursday 8.00am - 12.00pm Sunday 8.00am - 12.00pm



Council office at Wedderburn.

Councillors

Council elections were held in October 2020.

The Council area is divided into five wards. There is one Councillor for each ward. Councillors have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



Representing the community

Councillor representation on committees

Councillors provided representation on committees. Representation helps to ensure the community has access to Council and their voices are heard.

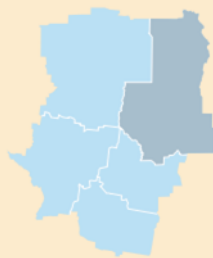


Loddon Shire Councillors, elected October 2020.

Our Council



Cr Dan Straub
Terrick Ward
First elected: 2020



As a local, choosing Tandarra as the place to start his family and buy a property was an obvious choice for Dan Straub. He believes the rural lifestyle and farming culture is one of the great strengths of Loddon Shire and something that he is passionate about.

Cr Straub has worked within the agricultural and construction industries, and as a husband and father of two young girls, understands the pressures on young families and the importance of local services.

His passions include working and advocating with rural communities on future farming practices, land access issues, recreational use of public land, water and environmental issues and the traditional Australian way of life.

Representation on committees

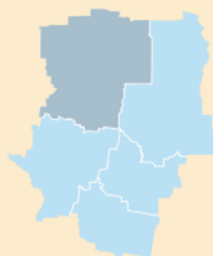
- Local Government Women’s Charter (substitute)
- North Central Goldfields Regional Library
- North Central Local Learning Employment Network

Section 65 Community Asset Committees

- East Loddon Community Centre Community Asset Committee
- Pyramid Hill Memorial Hall Community Asset Committee
- Pyramid Hill Swimming Pool Kiosk Community Asset Committee



Cr Neil Beattie
Boort Ward
First elected: 2005



Neil Beattie, now retired from farming, lives on the edge of Lake Boort, enjoying the scenery.

However, Cr Beattie continues to operate a trucking company, and now owns Boort’s newsagency. He credits these businesses, along with all of his community activities, with helping to keep his mind active.

Cr Beattie says that “travel and fishing make life pretty complete”.

Cr Beattie is chair of Boort Park, Little Lake Boort Committees of Management and Boort Cereal Growers Co-op, in addition to representing Council on several other committees.

Representation on committees

- Audit and Risk Committee (substitute)
- Municipal Association of Victoria (substitute)
- Murray River Group of Councils
- Rail Freight Alliance
- Loddon Campaspe Councils

Section 65 Community Asset Committees

- Boort Aerodrome Community Asset Committee
- Boort Memorial Hall Community Asset Committee
- Boort Park Community Asset Committee
- Korong Vale Mechanics Hall Community Asset Committee
- Korong Vale Sports Centre Community Asset Committee
- Little Lake Boort Community Asset Committee
- Yando Public Hall Community Asset Committee

Linda Jungwirth lives in Tamagulla. As a parent, grandparent and carer, Cr Jungwirth has plenty of experience with life's challenges as well as good times.

With a strong belief in the ability of communities to influence their own outcomes, Cr Jungwirth has been involved with many committees and community activities. She was an enthusiastic participant in the 2016 Rivers and Ranges Community Leadership Program, and has continued to learn new skills such as facilitation, community engagement and project management.

Cr Jungwirth loves living in southern Loddon surrounded by history and the natural environment and really enjoys connecting with people in the community. Her favourite pastimes are camping, fishing and spending time with family and friends.

Representation on committees

- Loddon Mallee Local Government Waste Forum
- Municipal Emergency Management Plan Committee
- Central Victorian Greenhouse Alliance



Cr Linda Jungwirth

Tamagulla Ward

First elected: 2020



Gavan Holt is a fifth-generation resident in the Wedderburn district with an extensive family history of local government involvement.

After completing a commerce degree from the University of Melbourne, he taught for 10 years at various secondary schools across Victoria and he is now a businessman with interests in farming, investment and hotels.

Cr Holt has been appointed a Mayor Emeritus by the Municipal Association of Victoria. He is also an alumnus of the Australian Centre of Excellence for Local Government.

He lists his personal interests as politics, international affairs, travel and sport.

Representation on committees

- Audit and Risk Committee
- Municipal Association of Victoria
- Calder Highway Improvement (substitute)

Section 65 Community Asset Committees

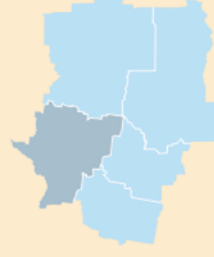
- Donaldson Park Community Asset Committee
- Wedderburn Community Centre Community Asset Committee
- Wedderburn Engine Park and Market Square Reserve Community Asset Committee
- Wedderburn Mechanics and Literary Institute Hall Community Asset Committee
- Hard Hill Tourist Reserve Community Asset Committee



Cr Gavan Holt

Wedderburn Ward

First elected: 2003



Our Council



**Cr Wendy
Murphy**
Inglewood Ward
First elected: 2020



A proud sixth generation Inglewood local, Wendy Murphy grew up on her family’s poultry farm and has worked in local vineyards in Kingower, Bridgewater and Serpentine, and as a Laboratory Technician at an Echuca winery. Cr Murphy lives in Kurting with her husband and three children.

Cr Murphy, who has a Bachelor of Applied Science (Natural Resources Management), works at the Department of Environment, Land, Water and Planning, where she has been for over 15 years.

Cr Murphy is active in the community, volunteering her time with numerous community groups and organisations.

Cricket and local history are her main interests. Cr Murphy played junior cricket for eight years with the Kingower Cricket Club, and was the first female captain of the club – and of any club in the Upper Loddon Cricket Association. She is a Life Member at Kingower Cricket Club.

Cr Murphy took part in the Loddon Murray Community Leadership Program in 2017.

Representation on committees

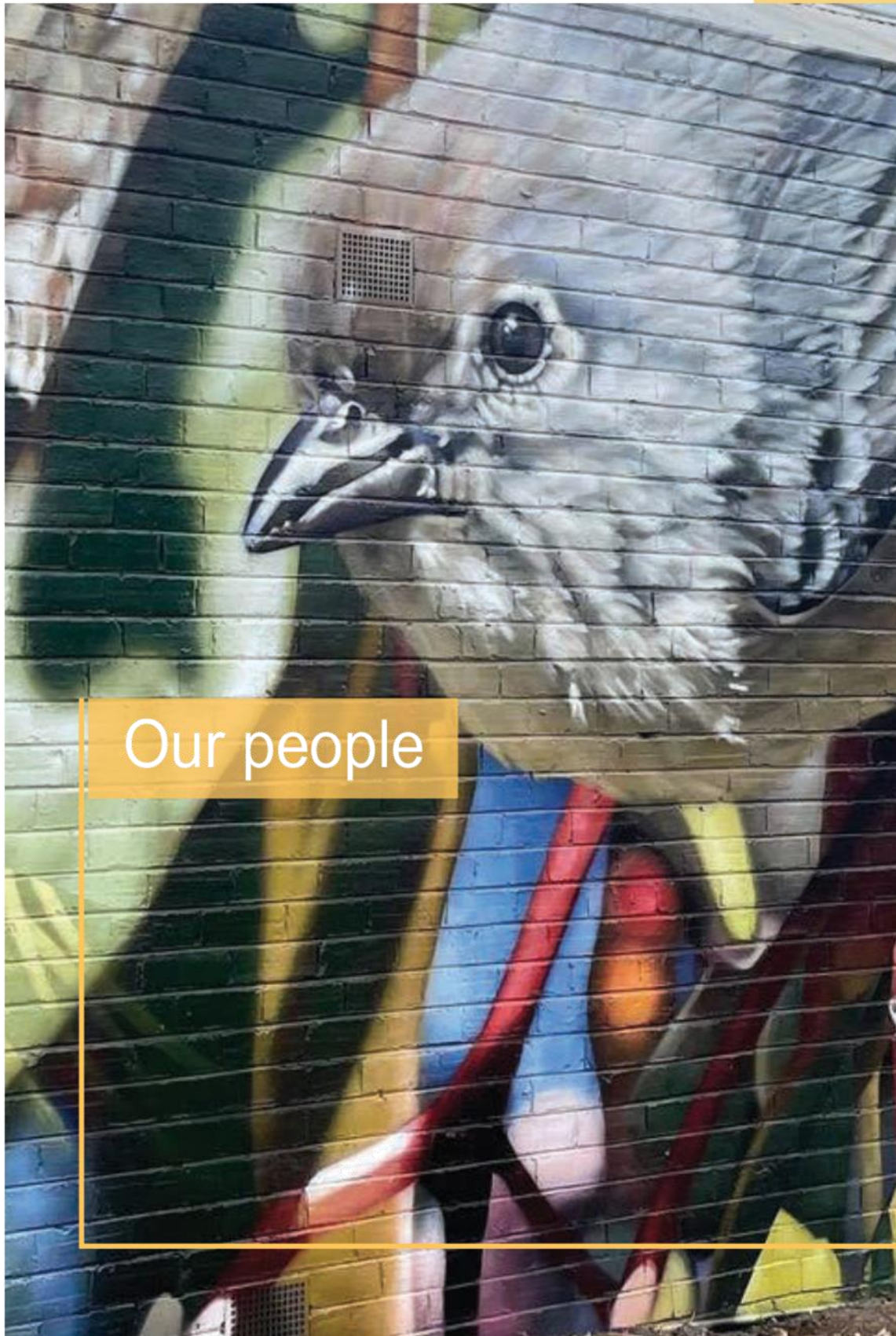
- Australia Day Committee
- Calder Highway Improvement Committee
- Local Government Women’s Charter
- Loddon Healthy Minds Network

Section 65 Community Asset Committees

- Bridgewater on Loddon Memorial Hall Community Asset Committee
- Campbells Forest Hall Community Asset Committee
- Inglewood Community Elderly Persons Units Community Asset Committee
- Inglewood Community Sports Centre Community Asset Committee
- Inglewood Town Hall Hub Community Asset Committee
- Jones Eucalyptus Distillery Site Community Asset Committee



Councillors and staff touring the Shire.



Our people

Bird mural at Wedderburn.

Our people

Organisation

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with applicable legislation and the strategic directions of the Council Plan.

The CEO and three directors form the Management Executive Group (MEG) and lead the organisation.



Management Executive Group: Wendy Gladman, Steven Phillips, Phil Pinyon and Sharon Morrison.

Chief Executive Officer

Phil Pinyon

Phil Pinyon has had an extensive local government career, holding varied positions in councils across Australia in five states/territories. These prior roles include administration, planning/building and community services in South Australian Local Government, Director roles with Tamworth City Council, Toowoomba City Council and Hornsby Shire Council, and Chief Executive Officer equivalent roles with Jabiru Town Council, Greater Taree City Council, Blue Mountains City Council, Wagga Wagga City Council and Murrumbidgee Shire Council.

During his career Phil has undertaken tertiary studies including the completion of a Master of Business Administration and Graduate Diploma in Public Sector Management. He has a Diploma in Local Government Administration and holds a Municipal Clerk's Certificate.

Phil's professional affiliations include being a member of Local Government Professionals and the Local Government Chief Officers' Group.

As Chief Executive Officer of the Council, Phil's role includes prescribed duties in accordance with the Local Government Act 2020, providing leadership to the Council, strategic planning, promoting external relationships, and managing the operations of the Council.

Phil retired in June 2021.

Director Corporate Services

Sharon Morrison

Sharon Morrison joined Loddon Shire as Director Corporate Services in August 2016. Prior to this role, Sharon led the Organisation Development team at the City of Greater Bendigo.

She comes to Loddon with an interesting mix of experiences having been a practising lawyer, an elected Councillor as well as having worked in local government in New South Wales and Victoria since 2009.

Sharon is committed to building on a strong foundation of good governance and leadership to ensure that Loddon Shire is well positioned for the challenges facing local government.

In her role as Director Corporate Services, Sharon is responsible for providing internal functions that support other directorates in service and project delivery. This includes monitoring the financial performance of the organisation and providing leadership in developing the organisation and individuals to be the best they can be.

The role also leads information and business transformation to support efficient service and project delivery, and provides governance support to Section 65 community asset committees.

Director Operations

Steven Phillips

Steven Phillips was appointed as Director Operations in November 2017 after holding the position of Manager Works at Loddon Shire Council since 2011.

Steven commenced with Council in 2009 as the Assistant Manager Works. Steven has a Diploma In Forestry from Melbourne University's School of Forestry, and has worked in the forestry and fire management sector, providing supervision and management of commercial timber harvesting operations, forest road infrastructure and fire management for several years before making the move to local government.

The Director Operations role is responsible for the management and ongoing delivery of a wide range of Council services including infrastructure policy

and program development, works and maintenance, strategic and statutory planning, statutory building control, environmental and public health, local laws policy and compliance, contract management and engineering services.

Director Community Wellbeing

Wendy Gladman

Wendy Gladman was appointed as Director Community Wellbeing in July 2013 after holding the position of Manager Community Services since 2010.

Wendy previously held a number of positions in aged and disability services since commencing with Council in 1995.

Wendy has extensive experience in local government, with a particular emphasis on delivery of community services and health and wellbeing.

Wendy has a Diploma of Business Management, a Diploma of Community Services Management, a Diploma of Business (Governance) and is a graduate of the Australian Institute Company Directors (AICD).

As Director Community Wellbeing, Wendy is responsible for the management and delivery of a wide range of community services including early years, youth, aged and disability, sport and recreation, community planning, emergency management, rural access and municipal public health and wellbeing.

Organisation chart



Our people

Management team

The MEG is supported by the following management team:

Executive Directorate



**Manager
Executive and
Commercial
Services,
Lynne Habner**

Lynne Habner
commenced

with Council in 2011 as the Executive Assistant to the CEO. Her previous experience has included roles in state and national government organisations, which gave her a breadth of experience including national policy and legislation development, project management, stakeholder engagement and high-level administrative and managerial roles. During her career, Lynne has obtained a Masters in Public Sector Management.

Lynne's role as Manager Executive and Commercial Services encompasses high-level executive support to the Chief Executive Officer and Councillors as well as managing the media, tourism and economic development functions in the Loddon Shire.

Corporate Services Directorate



Manager Financial Services, Deanne Caserta

Deanne Caserta commenced work with Council in 2004 in an administration capacity. In 2007 Deanne was awarded an accounting cadetship through Council's Scholarship Program. In 2012 she graduated with a Bachelor of Commerce and achieved CPA status in 2016. Her role involves overseeing the preparation of the long term financial plan, annual budget, financial statements, monthly financial reporting to Council, reporting to various government departments, accounts payable, accounts receivable, property/rating and procurement.



Manager Organisation Development, Janine Jackson

Janine Jackson has extensive experience in local government having commenced with Council in 2004 in an administration capacity and from 2005 to 2020 successfully gaining appointment to roles in finance, payroll and human resources. In November 2020 Janine was appointed to the role of Manager Organisation Development.

The role of Manager Organisation Development encompasses Human Resource Management including volunteers, Organisation Learning and Development, Occupational Health and Safety, risk management and payroll services while providing programs that support the development of a positive, engaging collaborative culture.



Manager Information and Business Transformation, Peter Williams

Peter Williams commenced with Council in December 2017 after a career spanning 30 years in private enterprise working in leadership positions across a mix of information technology, customer service and business transformation. He has a Graduate Diploma in Applied Science (IT) and a Graduate Certificate in Governance. He is also a Director at Interchange - Loddon Mallee Region, an appointed Director at Records and Information Management Professionals Australasia and has been involved in continuous improvement and business process transformation.

His role is responsible for implementing key strategies relating to information technology, information management and customer service.

Operations Directorate



Manager Assets and Infrastructure, David Southcombe

David commenced with Council in 2018 in the Assets and Buildings Coordinator position and was appointed Manager Assets and Infrastructure in 2019.

David's previous experience includes holding positions in asset management, energy efficiency and operations.

His role is responsible for the management of contract and project management, capital works program development and implementation, civil engineering design, and asset management.



Manager Works, Daniel Lloyd

Daniel Lloyd commenced with Council in July 2002 in an administration and GIS capacity for the Technical Services Department. In September 2011 Daniel was appointed as the Assistant Manager Works before being appointed as the Manager Works in December 2017.

The Manager Works role includes the management of Council's day labour workforce and all subcontractors involved in the delivery of maintenance and construction activities on Council's road and township street network as well as Council's parks and gardens network, building maintenance and waste services.

This position is also responsible for Council's maintenance contract with VicRoads, all fleet management activities and Municipal Emergency Response.



Manager Development and Compliance, Glenn Harvey

Glenn Harvey commenced with Council in August 2015 as the Municipal Building Surveyor (MBS), after working in the building industry for 35 years, both in the private sector as a builder and building surveyor, and in building control in local government.

In 2016 Glenn was appointed as the Manager Development and Compliance which resulted in the expansion of his responsibilities to encompass the management and oversight of Council's town planning, public health, local laws, animal management and building control. With this appointment, Glenn now manages the broader portfolio of development and regulatory services which Council provides or administers for the local community.

Community Wellbeing



Manager Community Support, Sarah Perry

Sarah Perry returned to Council in 2019 as Project Liaison Officer in the Community Support Department and was

appointed Manager Community Support in 2021 after 12 months acting in the role.

Sarah's previous local government experience has been working for Loddon Shire and Campaspe Shire councils as a Statutory Planner.

The Manager Community Support is responsible for the management of Council's grant schemes and swimming pools, strategic planning for community facilities, community planning, project management of capital works projects and emergency management.



Manager Community Wellbeing, Amy Holmes

Amy Holmes was appointed as Council's Manager Community Wellbeing in November 2019. Amy has worked

in the health sector for many years with specialist roles in health and wellbeing, community development, partnerships and service coordination. Her career has been spread across roles in local government, community health and private enterprise.

The Manager Community Wellbeing is responsible for contributing to improved health and wellbeing outcomes for the Loddon community through the development and implementation of the Municipal Public Health and Wellbeing Plan, delivery of aged and disability services, children and youth services and other community service/ wellbeing programs and by developing and culturing partnerships and collaborative working relationships.

Council staff

Staff farewells

Over 15 years

Lynette Jenzen
Allan Stobaus
Helen Canfield

Over 10 years

Carol Canfield
Sally Maxted

Over 5 years

Sarah Bice
Steven Cimesa
Glenn Williams

Under 5 years

Anil Abraham	Nathan Grigg	Nadine Pollard
Patricia Barrett	Kia Hooke	Daniel Rossi
Elizabeth Bateman	Robyn Howarth	Anthea Ryan
Allan Bawden	Gregory Johnston	Jason Sim
Anne Donovan	Barbara Lomas	Peter Spom
Jennifer Dougall	Kirsten McKay	Grant Trenwith
Rebecca Fry	Craig Paetow	

Welcome to new staff

Kevin Chacko	Margaret Keogh
Mia Donaldson-McNeil	Kirsten McKay
Russell Fazzani	Kirsten Nichols
Margaret Gallagher	Marie Pompeia
Grace Gilbert	Chris Ranasinghe
Nathan Grigg	John Rollinson
Tahlia Holmberg	Casey Shelton
Cameron Last	Paul Scullie
Keltia Lyndsay	John Wallinger

Working for Victoria

Grant Banks	Eddie Iob
Elizabeth Bateman	Michael Johnston
Laura Bedi	Nathan Joyner
Julie Bucknell	Wendy Last
Loretta Carey	Daryl McKenzie
Adam Dell' Aquila	Ben McRae
Mark Elliott	Usama Naru
Israel Farnsworth	Genevieve Plozza
Michele Foster	Melissa Reid
Ann-Gaelle Gentil	Stephanie Riddel
Mark Gibson	Leeanne Rollinson
John Grant	Ricky Rowan
Linda Gray	Jack Wilson
Abd ur Rahman Hafeel	

Staff analysis

Number

As of 30 June 2021 Council had 189 staff in total, with an effective full-time equivalent staff of 137.75.

Most of Council's staff work from depots, in the offices or as Community Care Workers.

Other areas where Council employs staff are in the management team, pre-schools, recycling stations, school crossings and in Maternal and Child Health Centres.

The number of staff has decreased from 192 as at 30 June 2020.

The slight decrease in staff reflects a reduction in casual positions that have not had active service for 12 months however, this decrease in staff does not accurately reflect the staff turnover that Council experienced in 2020/21. The high turnover was a result of the 'Working for Victoria Initiative'.

Council employed 27 staff with the additional roles created through the Working for Victoria initiative and 20 staff were recruited to permanent and casual Council roles as part of the natural turnover of staff.

On the 31 December 2020, being the peak of the recruitment, Council employed a total staff of 217, an effective full-time equivalent staff of 171.

Status

Council has 97 full-time, 69 part-time and 23 casual employees.

Gender

Of total staff numbers, 46 per cent are male and 54 per cent female.

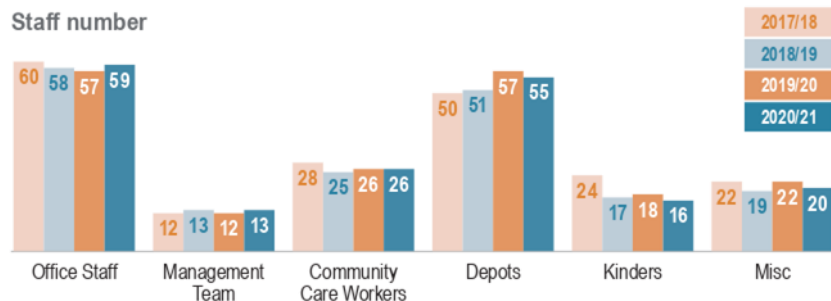
There is a larger percentage of female staff in positions such as community care, pre-school and administration areas.

Council has five operation depots, consisting of 100 per cent male staff. Pre-schools are all-female staff. Other worksites have a mix of female and male staff.

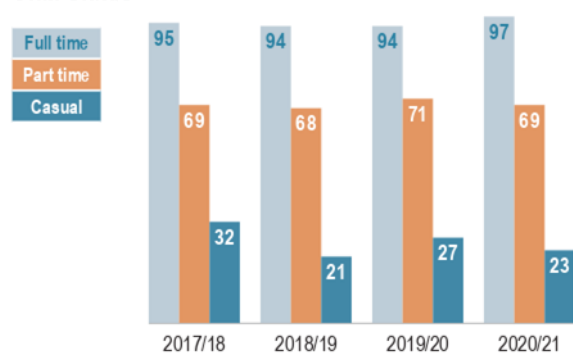
Community care and office staff have a greater proportion of females.

The management team also has a slightly greater proportion of males (seven compared with six females).

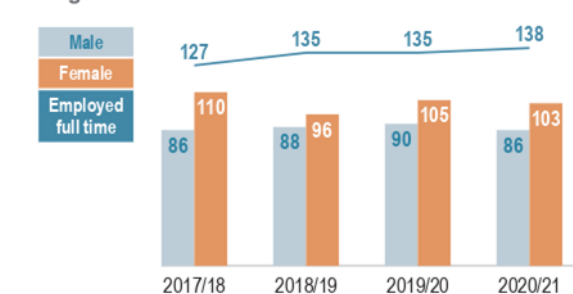
Staff number



Staff status



Staff gender



Our people

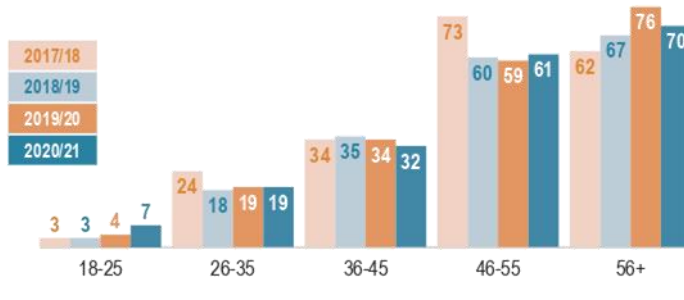
Age

Council's age demographic continues to show a large proportion of staff over 46 years of age however the number of staff in the 56+ age group has decreased as a result of retirements

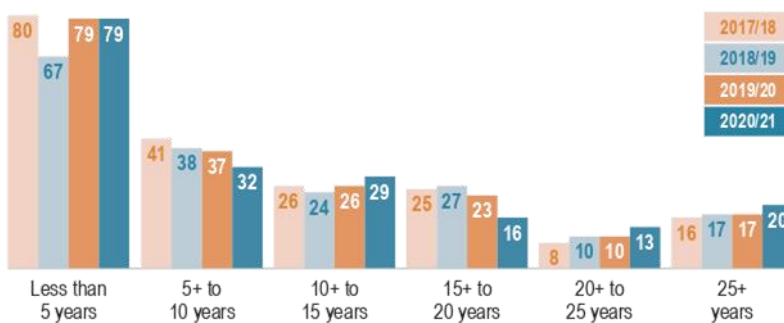
The number of staff in the 36 to 45 age bracket has remained steady over the last four years. There has been no change in the last three years in the 26 to 35 age bracket. The 18 to 25 age bracket has increased by 2 per cent since last year.

This will provide challenges for workforce planning in the future, particularly due to the high proportion of staff in the over 45 age bracket, but there are encouraging signs with a slight increase of numbers in the younger bracket.

Staff age



Length of service



Length of service

Some 42 per cent of staff have been employed for less than five years while 32 per cent of staff have been employed for five to 15 years. The remaining 26 per cent of staff have been employed for over 15 years.



Water pipeline meeting at Mitiamo.

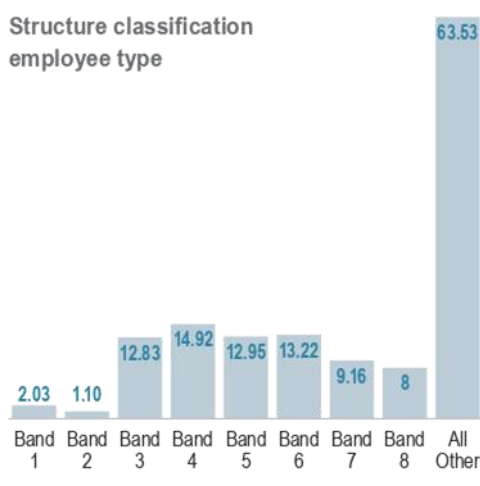
Council staff classification

Structure classification – employee type

A summary of the number of full-time equivalent (FTE) staff categorised by employment classification and gender is set out below. Employment classifications are Band 1 to 8 as per the Victorian Local Government Award 2001. The column 'all other' includes the CEO, Directors, pre-school staff and nurses. The category 'all other' also includes staff who come under the 'outdoor staff' classification structure.

Structure classification	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Permanent FT - F	0	0	0	4	3	5	2	4	0	18
Non-Permanent FT - F	0	0	0	2	1	0	0	0	2	5
Permanent FT - M	0	0	0	2	4	4	5	4	52	71
Non-Permanent FT - M	0	0	0	0	1	1	0	0	1	3
Permanent FT - X	0	0	0	0	0	0	0	0	0	0
Permanent PT - F	1.19	0	10.42	5.31	3.53	1.47	2.16	0	7.75	31.83
Non-Permanent PT - F	0	0	0	0.42	0.42	0.7	0	0	0.19	1.73
Permanent PT - M	0.63	1.02	1.14	1.05	0	0.63	0	0	0	4.47
Non-Permanent PT - M	0	0	0	0	0	0.42	0	0	0	0.42
Permanent PT - X	0	0	0	0	0	0	0	0	0	0
Casual - F	0.06	0	1.27	0.14	0	0	0	0	0.59	2.06
Casual - M	0.15	0.08	0	0	0	0	0	0	0	0.23
Casual - X	0	0	0	0	0	0	0	0	0	0
Total	2.03	1.10	12.83	14.92	12.95	13.22	9.16	8	63.53	137.74

Structure classification employee type

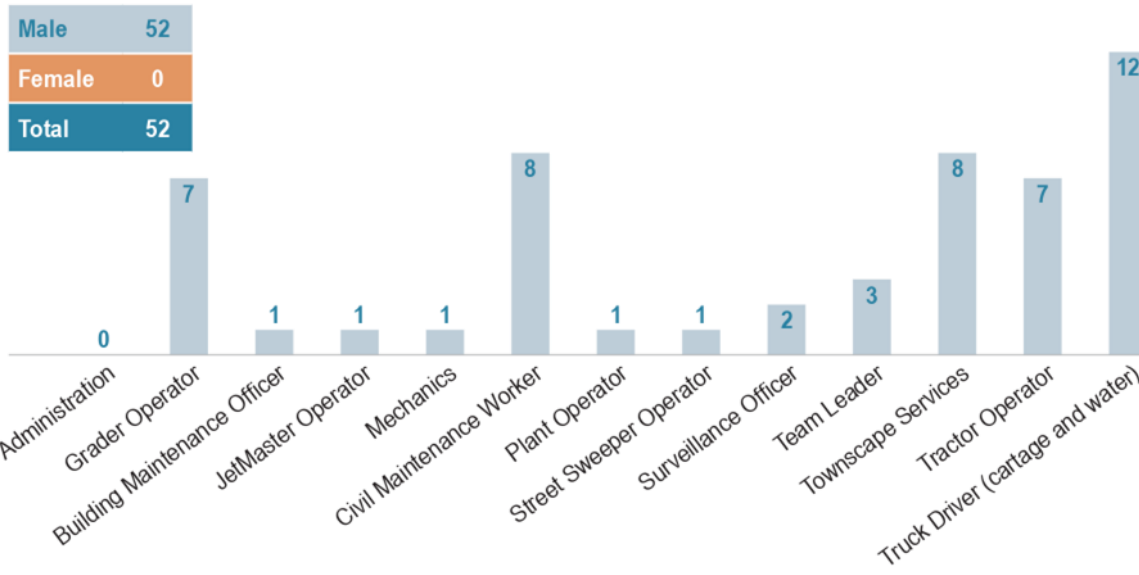


LSC staff attending a refresher health and safety workshop.

Our people

Outdoor staff – classification structure

A summary of the number of full-time equivalent (FTE) staff categorised by the Loddon Shire outdoor staff employment classification structure and gender is set out in this table.

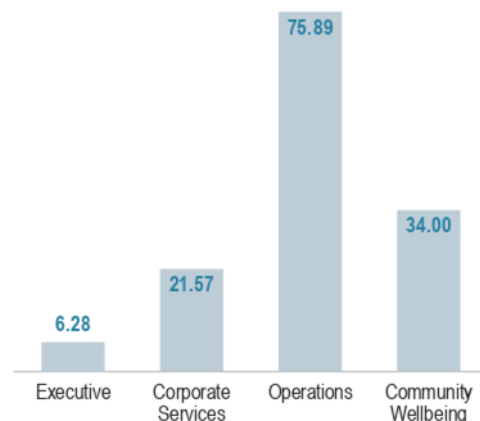


Directorate – employee type/gender

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

Employee type/ gender	Executive	Corporate Services	Operations	Community Wellbeing	Total FTE
Permanent FT - F	2.00	10.0	6.00	6.00	24.00
Permanent FT - M	1.00	5.00	67.0	0.00	73.00
Permanent PT - F	2.51	5.96	1.64	23.48	33.59
Permanent PT - M	0.42	0.00	1.05	3.42	4.89
Casual - F	0.35	0.61	0.06	1.03	2.05
Casual - M	0.00	0.00	0.14	0.07	0.21
Total	6.28	21.57	75.89	34.00	137.74

Structure classification employee type



Staff recruitment and retention

Working for Victoria

Following the impact of the 2020 COVID-19 Pandemic the Victorian Government announced an initiative called 'Working for Victoria' aimed at connecting workers impacted by the pandemic with new opportunities. Council were successful in securing funding to recruit 37 staff in a variety of roles that would support the community and deliver vital services during this time.

Council were unable to attract suitably qualified candidates in the roles of Building Surveyor and Building Inspector. There was also difficulty filling all the roles in outdoor maintenance, Community Care and Preschool Coordinators, Project Management roles and a Junior Strategic Planner.

At the end of the initiative, 27 roles were successfully filled in the following areas:

- Local Laws Officer
- Program Support Officer
- Relief and Recovery Support Officers
- Community Recovery Coordinator
- Maintenance Workers
- Media Officer
- Project Management Officers
- Information Technology Officer
- Community Mental Health Liaison Officer



Above and right: Outdoor staff following COVID-19 guidelines ensuring the safety of everyone. Ron Harbridge with the grader and Bradley Haw with the wheelbarrow.

- Community Asset Committee Project Officer
- Rural Access Officer
- Plumbing Inspector
- Grant Writer
- Administration Officers
- Building Maintenance Worker
- Asset Inspection Officer
- Aquatic Support Officer

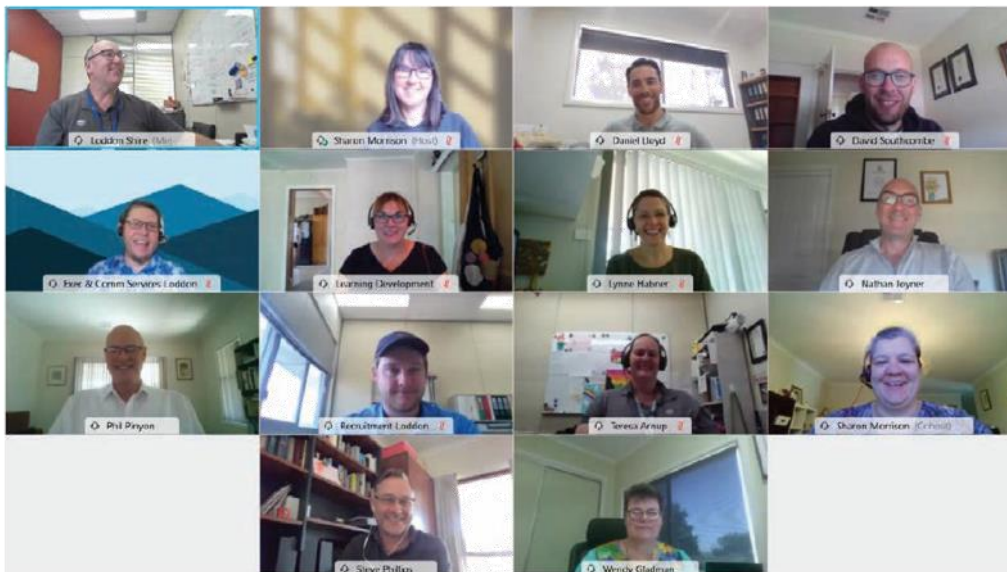
All Working for Victoria staff completed their contracts prior to 30 June 2021.

Onboarding and induction

Council reaffirmed their commitment to ensure a smooth induction process for new staff by introducing the Pulse induction system. This all-inclusive system allows all commencement and payroll documentation to be completed electronically, as well as information about Council to be delivered in a modern and engaging way. Feedback has been positive with enhancements continuing to create greater efficiencies.



Our people



Council staff joining in a WebEx meeting.

Staff health and wellbeing

Council is committed to looking after the health and wellbeing of all staff. It is recognised that Council cannot address a staff member’s individual health and wellbeing needs without the cooperation of that person.

Council provides a healthy workplace by:

- developing, in consultation with staff, workplace-specific programs to address lifestyle, health, fitness and safety issues
- encouraging staff wellness and proactively managing risk of illness
- encouraging staff to take periodic annual leave (where relevant) to maintain a positive balance between work, life, family and friends
- actively promoting exercise, healthy eating and a smoke-free environment to improve or maintain staff members’ personal wellbeing
- providing targeted health and wellbeing programs
- ensuring all staff have access to the Employee Assistance Program (EAP) and regularly promote its services
- provide relevant resources to staff pertaining to health and wellbeing via Council’s dedicated intranet page.

Programs offered to all staff in 2020/21 included:

- Skin checks – 55 employees
- Flu vaccinations – 83 employees

- Yoga online sessions – 8 employees
- Mindfulness online sessions – 8 employees
- Active April – 10 employees
- September – 18 employees (5 teams).

Achievement Program

The Achievement Program is a Victorian Government initiative that aims to encourage healthier lifestyles and prevent lifestyle related diseases. The program provides a framework for promoting health in the workplace. The Achievement Program Working Group organises regular activities for staff aligned with the goals of the program.

Employee Assistance Program

Council offers a free, confidential Employee Assistance Program for staff who are experiencing difficulties in their personal or professional lives.

Car pooling

Council has a car pooling program for staff travelling to the Wedderburn and Serpentine offices from Bendigo.

Senior staff are rostered to drive their car on specific days or in some instances staff are able to access a pool car to ride share. Staff are collected up from a central point and dropped back to that point at the end of the day.

Enterprise Agreements

Council staff are employed under two Enterprise Agreements being:

- Loddon Shire Enterprise Agreement
- Early Education Employees Enterprise Agreement

Loddon Shire Enterprise Agreement

An Enterprise Bargaining Committee is due to be formed in August 2021 to negotiate a new Enterprise Agreement for Council employees.

Early Education Employees Enterprise Agreement

Council's early years staff are employed under the Early Education Employees Enterprise Agreement. This agreement is a multi-employer enterprise agreement.

The agreement is negotiated with the Australian Education Union by the Municipal Association on behalf of the 22 councils involved, formal negotiations commenced for a new agreement on 10 May 2019.

In April 2021, the Early Education Employees Enterprise Agreement 2020 was approved by the Fair Work Commission, and began to operate from 28 April 2021.

Communicating with staff

Staff newsletter

A staff newsletter is distributed monthly. The newsletter includes items of interest, job vacancies, upcoming events and personal milestones of staff.

Intranet

Council has an intranet site that is used to communicate information. All staff have access to the intranet.

All staff meetings

Due to the COVID-19 pandemic, all-staff meetings have been unable to be held. Smaller directorate meetings have been held virtually or in person if restrictions enabled to ensure teams stay connected.

Staff years of service recognition

The Staff Recognition of Service Policy provides for staff to receive a Certificate of Service for each five years of service, with a Certificate of Service and badge at each 10 year increment.

Staff who had reached service periods of 10, 20, 30 and 40 years were presented with Certificates of Recognition and a Service Badge and staff who had reached service periods of five, 15, 25, 35 years were presented with Certificates of Recognition.

These awards were presented to each staff member in December 2020.

The staff who received recognition for their service in 2020 were:

40 years Certificate and badge

Owen Bailey
Evelyn Morrison
Graeme Smith
Terry Thomas

25 years Certificate

Julie Dean
Wendy Gladman
Roslyn Stone

35 years Certificate

Neville Mills

20 years Certificate and badge

Vikki Moresi

10 years Certificate and badge

Louise Bewley
Ronald Harbridge
Carleena Hughes
Christine Mann
Sally Maxted
Mark Minogue
Sara Nesbit
Carolyn Stephenson

5 years Certificate

Sarah Bice
Vera Hanson
Glenn Harvey
Michelle Jones
Melisa Kennedy
Judith Knight
Jean Mann
Daniel McNish
Leeanne Rollinson

Our people

Other staff matters

Equal employment opportunity program

Council supports access and equity for all employees and recognises diversity as a valuable strength that will create benefits for employees and the community.

Council's Equal Opportunity and Anti-Discrimination Policy ensures that any potential breach is resolved impartially and fairly.

Council regularly reviews its policies, procedures and practices to ensure equity and transparency for all staff.

Gender Equality Act 2020

The Gender Equality Act 2020 commenced on 31 March 2021 and requires Victorian councils to take positive action towards achieving workplace gender equality.

Requirements of the act include:

- Develop and implement a Gender Equality Action Plan, which includes:
 - Results of a workplace gender audit
 - Strategies for achieving workplace gender equality
- Publicly report on progress in relation to gender equality
- Promote gender equality in policies, programs and services that impact the public
- Complete gender impact assessments

Professional development

Staff training program

Council enables continuous learning and career growth in line with individual aspirations and Council's goals and is committed to providing staff with access to development opportunities and training that is required for legislative purposes to keep qualifications current.

Every year, staff identify job-related training they would like to undertake in the following year as part of their annual review.

Council also offers study support to permanent staff with more than 12 months service.

During the year, Council staff undertook training courses in the following areas:

Managing risk

Cardiopulmonary resuscitation (CPR) and First Aid Training – Level 2

Cyber Safety Awareness

Cyber Security (Phishing)

Emergency First Aid response in Education and Care Setting

Fraud Awareness

Health and Safety Representative Refresher Training

Health and Safety Representative Training

Park and Playground Safety Inspection Training

SafetyHub Modules (including equipment operation)



Left: Community engagement workshop with staff.
Above: 2020 LSC staff support Orange day.

Loddon essentials

Compliance and Delegation (RelianSys)

Conflict of Interest

Customer Service (Merit)

Electronic Purchase Orders (Cloud270)

Loddon Induction

Phone (Zultys)

Records (LCM)

Risk Management at Loddon Shire

Understanding Policies and Procedures

Loddon leadership and personal effectiveness

MAV Tech Champions of Change Conference

Media and Presentation Skills Training for Councillors and Directors

LGPro Writing for influence in Local Government

Local Government Act 2020 - new provisions affecting council property practice and procedures

Workplace Manslaughter Legislation

Local Government essentials

eLearning modules

- Child Safe Standards
- Disability Awareness
- Fraud Prevention and Awareness
- Equal Employment Opportunity
- Gender Course
- Human Rights and Responsibilities
- Induction Privacy
- Information Privacy
- Occupational Health & Safety
- Procurement
- Workplace Bullying and Harassment

Freedom of Information

Induction to Local Government

Working productively

Lean and 5S Thinking Training

Job related training

Asset Edge Conference

Australian Human Resources Institute Women's Day

Australian Sports Commission Conference

Corporate PA Summit

Customer Service (Basics)

Debt Collection

Essential Project Management Fundamentals Program

FBT Roadshow

FinPro Conference

Fire Prevention Training

GST

International Association for Public Participation – Engagement Design

International Association for Public Participation – Engagement Methods

Legal – Property and Rates

Maddocks Probity

Municipal Works and Engineering Conference

Municipal Works of Australia Conference

Population Health Leadership Program

RMA Country Conference 2021 - Climate of Change

Taxation and Payroll

VicParks Conference

Victorian Tourism Industry Council Summit

Visitor Information Summit

Our people

Study support

Assistance is provided in the form of subsidies for course fees, examination and assignment leave and some leave for attending classes.

During the year, two employees accessed study support while undertaking further study:

- Amber King – Graduate Certificate in Information Management
- Jayden Baber – Graduate Certificate in Occupational Health, Safety and Ergonomics

ELearning

Council has partnered with Horsham Rural City Council, Gannawarra Shire Council and Central Goldfields Shire Council to purchase eLearning Compliance Modules. All staff are required to complete the following compliance modules:

- Equal Employment Opportunity
- Fraud and Corruption Awareness
- Information Privacy
- Loddon Child Safe Standards
- Occupational Health and Safety
- Workplace Bullying and Harassment
- Victorian Human Rights and Responsibilities
- Loddon Induction

Traineeships

Council supports staff who are prepared to undertake traineeships in their field.

Council is currently hosting a participant of the Champions of Change program in order to gain practical experience, and to assist in obtaining a qualification:

- Matthew Burke – Certificate II in Civil Construction

Qualifications

The following staff commenced qualifications during the year:

- Daniel McQueen - IPWEA Professional Certificate in Asset Management Planning

Council's support is provided in the form of time to attend required classes and in financial assistance for some of the cost of the course.

Staff scholarship program

Council has a staff scholarship program aimed at reducing the financial burden of undertaking university education and providing relevant work experience in a local government setting.

Work experience program

Council supports work experience programs and hosts students from Years 10, 11 and 12, and students undertaking tertiary studies.

During the year, Council hosted the following students:

Secondary school student

- Coby Cunningham

Tertiary student

- Nathan Grigg

School-based apprenticeships

Over the years, Council has hosted many students under school-based apprenticeships. This program provides a learning environment in the workplace while students remain at school. During 2020/21 Council did not host any students under this program.

Health and safety

Council recognises its moral and legal responsibility to provide, as far as it is reasonably practicable, a safe and healthy work environment for employees, contractors, customers and visitors.

This commitment extends to ensuring that the organisation's operations do not place the local community at risk of injury, illness or property damage. Council continues its commitment of consultation and cooperation between management and employees through Council's Occupational Health and Safety Committee.

This committee consists of staff and management representatives and meets quarterly, with all areas of the organisation represented.

All occupational health and safety obligations continue to be met in a systematic, proactive and consultative manner.

During the year Council appointed a dedicated OH&S, Risk Management and Fire Prevention Officer to assist with OH&S and Risk Management compliance.

Policies and procedures continue to be developed or reviewed to reflect new legislative requirements and better practice.



Our performance

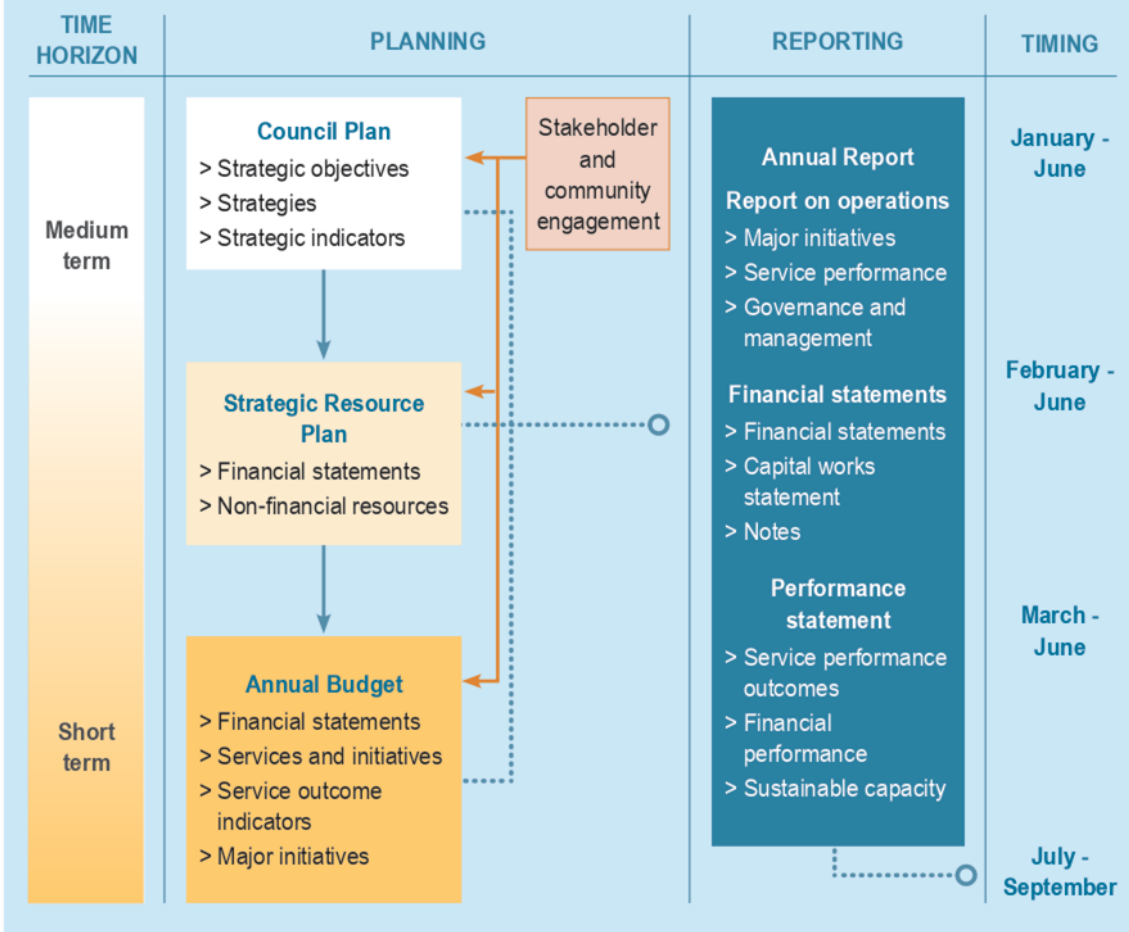
Sculpture at Nolens Park Boort.

Planning and Accountability Framework

The Planning and Accountability Framework is found in Part 6 of the Local Government Act 1989. The Act requires councils to prepare the following planning and reporting documents:

- a Council Plan within six months after each general election of the Council or by 30 June, whichever is the later
- a Strategic Resource Plan for a period of at least four years (and include this in the Council Plan)
- a budget for each financial year
- an Annual Report in respect of each financial year.

The following diagram shows the relationship between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



Council Plan

The Council Plan 2017-2021 includes strategic objectives, strategies for achieving these objectives for the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a Strategic Resource Plan.

The following are Council's five strategic themes, with their strategic objectives as listed in the Council Plan:



Performance against the Council Plan 2017-2021

Council's performance for the 2020/21 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Council Plan 2017-2021. Performance has been measured as follows:

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

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators in the Council Plan. As 2020/21 is the fourth year of the four-year plan it is expected that most indicators will be either complete or underway.

As the actions in this plan apply to the period 2017-2021, any ongoing action will be marked as complete due to the conclusion of the plan. If actions had a fixed timeframe and are still outstanding, they are marked as in progress, and may carry forward to the next Council Plan.

Our performance



POPULATION

ECONOMIC
PROSPERITY

LIVEABILITY



SUSTAINABILITY

HIGH PERFORMANCE
ORGANISATION

Strategic Theme 1: Population

Objective: Grow and invigorate Loddon's population

Implement the Donaldson Park Master Plan	In progress
--	-------------

Donaldson Park Community Hub Redevelopment has commenced with confirmed funding from Federal Government (\$2.5M) and Victorian Government (\$1.38M), in addition to Council and local funding commitments.

Complete feasibility study for childcare services	Complete
---	----------

Childcare feasibility study was finalised and presented to Council in August 2020.

Complete business case for childcare services	Complete
---	----------

Childcare business case was presented to Council in August 2020.

95% or more of road defects completed within time frame allocated	Complete
---	----------

During the 2020/21 financial year, 99.5% of all date imposed defects were completed before their due date. There were 6,577 defects in total with 6,546 completed before their due date and 31 defects completed after their due date.

Complete reviews of Asset Management Plans	In progress
--	-------------

Each of Council's Asset Management Plans are currently being reviewed. They will inform the Asset Plan to be developed in 2021/22.

Provision of vacant land zoned for residential development in and around towns	Complete
--	----------

As a result of the completion of the Settlement Strategy 2019-2034, vacant land in and around towns has been identified.

New residential development in and around towns	Complete
---	----------

During 2020/21 there were 25 residential developments approved across the Shire.

Complete feasibility study on increase to public transport	Complete
--	----------

At the March 2019 Councillor Forum, there was an item presented regarding the preliminary project proposal for a Public Transport Feasibility Study. With the adoption of Council's Annual Report 2018/19 this action was concluded.

Work in collaboration with Loddon Campaspe Regional Partnership to examine opportunities for transport for smaller communities	Complete
--	----------

In discussion with Councillors on the Public Transport Feasibility Study, the view was expressed that it is disingenuous to continue to promote this through Regional Partnerships as it seemed to be an unresolvable issue. This action was concluded with the adoption of the 2018/19 Annual Report.

Services:

The following statement provides information in relation to the services funded in the 2020/21 budget which help to grow and invigorate Loddon's population:

Infrastructure management

Provision of the following to the municipal community as a whole: long-term asset management planning for roads, buildings, recreational facilities, pools, parks, waste facilities and bridges, development and delivery of annual infrastructure projects and programs, contract administration, survey and design and digital mapping.

Recreation services

Provision of the following to the municipal community as a whole: financial and administrative support to sporting clubs, management of Council's swimming pools, applications for government grants and assistance with long-term strategies for recreation facilities.

Community planning

Provision of the following to the municipal community as a whole: support in building Loddon communities through facilitation, logistical and financial means to improve the aesthetic of communities and develop key community assets, supporting communities to identify their strengths and opportunities, and facilitating novel approaches and solutions to local issues.

Town planning services

Provision of the following to the municipal community as a whole: planning permit and subdivision approvals, planning scheme compliance and enforcement, changes to the planning scheme and protection of significant heritage, cultural and environmental assets within the Shire.

Building surveyor services

Provision of the following to the municipal community as a whole: building permit and occupancy approvals and administering the Building Act.



Boort Memorial Hall celebrates long serving member Ivan Streader.

Our performance



POPULATION

ECONOMIC
PROSPERITY

LIVEABILITY



SUSTAINABILITY

HIGH PERFORMANCE
ORGANISATION

Strategic Theme 2: Economic Prosperity

Objective: Support development of a prosperous and diverse economy

Complete a review of the Tourism Strategy

Complete

New Economic Development and Tourism Strategy adopted 26 November 2019.

Maintain and enhance resources to ensure timely processing of planning and building applications

Complete

Council is provided with quarterly reports on the statistical data for planning and building applications.

Continue to provide forums for business networks that provide training and support

Complete

Business network dinners and workshops have been hosted by the Loddon Valley Tourism Network in-person and online, as COVID-19 restrictions have allowed. Topics included training for online and social media marketing of businesses. In addition, other online training opportunities are promoted when available.

Pursue advocacy opportunities for water security initiatives which support economic development as they arise

Complete

The economic analysis for the business case to support the Newbridge water and sewerage project has been completed and will be used as an advocacy document to seek funding. Should government funding opportunities arise, broader landowner engagement will be undertaken to determine willingness to proceed.

Review Road Asset Management Plan

Complete

The Road Asset Management Plan was adopted by Council in March 2017 and is due to commence the review by June 2021.

Pursue advocacy opportunities for essential infrastructure and services

Complete

Council has attracted funding for eight out of the 10 priority projects identified in its Priorities document. These include funding for the Donaldson Park Pavilion, Pyramid Hill Community Centre and part funding for Loddon Shire's caravan parks upgrade stages 1 and 2.

Council has also been successful in advocating for funding for projects on its strategic freight such as the Bridgewater-Raywood Road and Echuca-Serpentine Road. Council received \$816K under the Commonwealth Bridges Renewal Program and \$932K through the Heavy Vehicle Safety and Productivity Program.

Provide communication and training opportunities about available grants and tender processes

Complete

Details of available grants have been communicated via Council's Mayoral Column and social media. Council's suppliers and community have been notified of e-Procure, Council's tender processing system via email and Mayoral Column.

Develop and implement a policy to provide a framework to access Council's heritage loans scheme

In progress

The draft document has been reviewed by Council's internal policy review group and is due to be discussed at Council Forum.

Our performance



Woolshed Flat old eucalyptus distillery site.

Services:

The following statement provides information in relation to the services funded in the 2020/21 budget which help to support development of a prosperous and diverse economy:

Tourism development

Provision of the following to the municipal community as a whole: services, including facilitation of strategic projects, assistance to small business, development of marketing and promotional material, assistance with advertising, direct financial support of key projects, provision and maintenance of tourism promotional signage, advice to new and existing tourism businesses, developing tourism linkages between regional communities and key tourism bodies such as Tourism Victoria, Tourism Alliance, Goldfields Committee and Bendigo Tourism, and administrative support to the Loddon Visitor Information Centre.

Loddon Discovery Tours

Provision of the following to the municipal community as a whole: assistance to the Loddon tourism industry, public speaking, marketing, promotion and booking of group tours, program delivery to improve customer service and business development, and financial support for promotion.

Economic development

Provision of the following to the municipal community as a whole: support to new and existing businesses through direct facilitation, development of networking opportunities, provision of information, leadership development, promotion and marketing of opportunities within the Shire, referral to internal and external agencies to encourage access to Shire, State and Federal development programs.

Industrial development

Provision of the following to the municipal community as a whole: support to industry with access to infrastructure in developed and zoned industrial land which is appropriately located and priced to encourage the sustainable growth of industry.

Our performance



POPULATION

ECONOMIC
PROSPERITY

LIVEABILITY



SUSTAINABILITY

HIGH PERFORMANCE
ORGANISATION

Strategic Theme 3: Liveability

Objective: Develop attractive, vibrant and well-serviced communities

Implement streetscape improvements in key townships

Complete

The Wedderburn Streetscape Improvement Project was officially opened in November 2018. Funding for the Pyramid Hill Streetscape Revitalisation Project has been received and the project has commenced.

Identify and manage rectification of unsightly premises

Complete

Council works proactively with property owners to improve the presentation of their properties.

Develop a volunteer strategy

Complete

The Volunteer Strategy 2018-2022 was adopted by Council on 27 November 2018.

Explore opportunities to rejuvenate a Youth Council in partnership with 'Youth Building Places and Spaces' project

Complete

A range of activities to support the rejuvenation of the Loddon Youth Council were adopted at the June 2018 Council meeting.

Continue the provision of library services

Complete

Services continue to be provided through the successful "agency" model which has been disrupted by the COVID-19 restrictions.

Provide opportunities for the community to develop community gardens

Complete

Communities are provided with opportunities through Loddon Shire Council Community Grants and Community Planning Programs.

Develop a plan for rationalisation of unnecessary assets with a direction towards future use of multi-purpose facilities

Complete

Consideration for multi-purpose use is given to all new community buildings and facilities, such as the Donaldson Park Pavilion upgrade. Council does not have a specific plan for rationalisation of unnecessary assets. Work has begun on a Small Towns Policy as well as reviewing Council's levels of service. Following on from this it may be possible to identify and develop a plan for the rationalisation of unnecessary assets. In the meantime as unnecessary assets are identified they are disposed of through the appropriate mechanisms.

Pursue advocacy opportunities for water security initiatives which support lifestyle needs and recreation choices as they arise

Complete

As well as the involvement in the South West Loddon Pipeline Project via the Steering Committee, the Mitiamo Pipeline Project is listed in the Regional Partnerships priorities as a key outcome for the Loddon Shire. The Mitiamo pipeline is nearing completion.

In addition, water for the reservoirs at Skinners Flat (Wedderburn) and Inglewood is being negotiated with water authorities so as to secure water at recreational lake water prices to maintain a level suitable for ongoing recreational use.

Services:

The following statement provides information in relation to the services funded in the 2020/21 budget which help to develop attractive, vibrant and well-served communities:

Community grants scheme

Provision of the following to the municipal community as a whole: administration of various community grants.

Access programs

Provision of the following to the municipal community as a whole: initiatives to improve accessibility in and around the Shire.

Library service

Provision of the following to the municipal community as a whole: in collaboration with Goldfields Library Corporation, providing a wide range of relevant, contemporary library collections and services in library agencies and online, providing community spaces for individual and group study, reflection, activity and discovery, providing family, children and adult library programs and activities

Aged services

Provision of the following to the municipal community as a whole: home, personal and respite care, property maintenance, senior citizens' centres, elderly persons' units and planned activity groups.

Early years services

Provision of the following to the municipal community as a whole: Maternal and Child Health services, immunisations and cluster management of kindergartens.

Youth support services

Provision of the following to the municipal community as a whole: facilitating youth events, financial support for youth-related initiatives and long-term planning for youth development and retention.

Loddon Healthy Minds Network

Provision of the following to the municipal community as a whole: involvement in meetings and activities designed to boost mental health awareness and personal support for residents of Loddon Shire.

Works delivery

Provision of the following to the municipal community as a whole: maintenance and construction of roads, bridges, road reserves, footpaths, parks, gardens, rest areas, toilet facilities, playgrounds, buildings and pools, depot, plant and fleet maintenance and management, response to infrastructure-related customer requests, and waste management.

Our performance



Strategic Theme 4: Sustainability

Objective: Provide leadership which contributes to the sustainability of our region

Complete a minimum of three service delivery reviews per year Complete

Council has undertaken a service planning project to gather data and information to help identify which services to review in the coming years.

Complete Urban Drainage Asset Management Plan (AMP) In progress

Consultants have finalised the Pyramid Hill Drainage Strategy. A tender was issued for capturing data for input into the Urban Drainage Asset Management Plan which has been completed and entered into the geographic information system. The Drainage/Stormwater AMP is being developed and is currently in draft.

Complete Roadside Management Plan Complete

The Roadside Management Plan was adopted in June 2018 and is due for review in June 2022.

Review the Small Towns Policy In progress

Council is considering engaging a consultant to undertake this review and a budget has been allocated for this purpose. The project did not commence when planned due to a potential external funding opportunity. This funding did not eventuate and due to other competing demands, the project has not yet recommenced.



Wedderburn e-waste shed.

Our performance

Complete a long-term community plan for Loddon Shire

Complete

The new Community Plan Framework was adopted by Council in November 2019.

Review the Community Support Policy

In progress

A preliminary draft of the policy has been completed. The Policy is to be finalised and reported to Council in early 2021/22.

Input into the Loddon and Buloke Education and Training Needs Analysis Project

Complete

Council provided input into the Loddon and Buloke Education and Training Needs Analysis Project to help inform the strategic direction of the Local Learning and Employment Network.

Acceptance of the Reconciliation Action Plan by Reconciliation Australia

Complete

The Loddon Aboriginal Community Partnership Plan 2019-2021 was adopted by Council in September 2019.

Adopt the Municipal Public Health and Wellbeing Plan

Complete

Municipal Public Health and Wellbeing Plan was adopted by Council at its September 2017 meeting.

Services:

The following statement provides information in relation to the services funded in the 2020/21 budget which contribute to the sustainability of our region:

Recovery

Provision of the following to the municipal community as a whole: working with Council's emergency management team to deliver initial relief measures, then aid in ongoing recovery work. Also includes response to single incidents of personal trauma.

Environmental health services

Provision of the following to the municipal community as a whole: septic tank and waste water management approvals, food safety inspections and certification, monitoring of tobacco and alcohol sales, compliance with the Public Health and Wellbeing Act and Environment Protection Act and their enforcement.

Local laws services

Provision of the following to the municipal community as a whole: stock and domestic animal management permits, management of unsightly premises, roadside bushfire management works and local laws enforcement and compliance.

Environmental management services

Provision of the following to the municipal community as a whole: weed management on Council property and development and implementation of Loddon's response to climate change.

Our performance



Strategic Theme 5: High Performance Organisation

Objective: Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation

Prepare an annual budget with a budgeted cash surplus Complete

Council adopted the budget for year ending 30 June 2022 on 24 June 2021 and it included a cash surplus of \$401K.

Review the Customer Service Charter and develop a Customer Service Strategy Complete

The Customer Service Charter and Strategy was adopted by Council on 27 March 2018. Council is now implementing the Strategy and delivering on the Charter.

Review the Communication and Community Engagement Policy Complete

The Community Engagement Policy was adopted by Council at the May 2019 meeting. The policy was reviewed through deliberative engagement to ensure compliance with the Local Government Act 2020. It is due to revised in August 2021 to capture learnings from deliberative engagement on the Council Plan and Community Vision.

Upgrade finance, human resource, document management and payroll software In progress

The document management software has now been fully implemented and has been operational now for over six months. Finance and payroll are part of the \$5M Rural Council Transformation Program Grant (RCTP), which is at tender evaluation stage.



Loddon Shire managers with CEO Phil Pinyon. Deanne Caserta, David Southcombe, Peter Williams, Glenn Harvey, Janine Jackson, Amy Holmes, Lynne Habner, Phil and Daniel Lloyd. Absent is Sarah Perry.

Our performance

Replace phone system

Complete

The new phone system was implemented in June 2018.

80% of Strategic Indicators met by 30 June 2021

Complete

Of the 45 strategic indicators for the 2017-2021 Council Plan, 37 (82%) have been completed (target 80%) with the remaining strategic indicators in progress.

Complete a Workforce Strategy

Complete

In June 2019, Councillors were briefed on the key findings and recommendations in the Workforce Strategy. Recommendations were progressed during 2019/20.

Adopt a Child Safe Standards Framework and associated policies

Complete

The Child Safe Standards Framework and associated policies were adopted by Council on 23 April 2019. This framework helps to ensure the safety and wellbeing of children in our community.

Undertake staff climate survey and address outcomes

Complete

Council has implemented a process for conducting quarterly staff surveys. Outcomes of each survey are communicated to staff.

Implement corporate planning and reporting software

Complete

Software has been implemented and is used for quarterly audit committee reporting, monthly performance reporting and six monthly reporting against the Council Plan. Corporate planning and reporting is a key activity of Council, providing transparency of Council's progress against commitments to the community.

Maintain an ongoing focus on the principle of continuous improvement

In progress

Council is involved in a collaborative project with three other councils to establish shared corporate systems. The outcome of this project will be increased efficiency in the delivery of corporate services enabling an increased focus on delivery of services to the community.

Services:

The following statement provides information in relation to the services funded in the 2020/21 budget which help to enable sound decision making and support a high performing and customer-focused organisation:

Council committees

Provision of the following to support Council's direct service delivery areas: administrative support for section 86 committees in managing compliance with the Local Government Act 1989 and section 65 committees in managing compliance with the Local Government Act 2020.

Council administration

Provision of the following to support Council's direct service delivery areas: customer service and administrative support, records management, municipal building and equipment provision.

Our performance



Councillors with CEO Phil Pinyon for his last Council meeting.

Financial management

Provision of the following to support Council's direct service delivery areas: preparation and management of the Council budget, preparation of financial statements and government statistical returns, collection of various revenue sources and payment of employees and suppliers.

Rating and valuations

Provision of the following to support Council's direct service delivery areas: management of valuations of properties in the Shire, contract management relating to the revaluation process and raising annual rates and charges.

Staff management

Provision of the following to support Council's direct service delivery areas: recruitment, development, wellbeing program and occupational health and safety.

Governance

Provision of the following to support Council's direct service delivery areas: Council, Councillors, the Chief Executive Officer and the Management Executive Group and administrative support, administering the conduct of Council meetings and elections, managing Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions, maintaining statutory registers, authorisations and delegations, co-ordinating civic events and citizenship ceremonies, administering the risk management framework.




Communication

Provision of the following to support Council's direct service delivery areas: enhancing and protecting the Council's reputation, developing communication plans for key initiatives linked to the Council Plan, delivering advocacy campaigns in collaboration with the responsible officer/Councillor.

Performance against major initiatives in the 2020/21 budget

Major initiatives

For 2020/21 Council identified the following as major initiatives:

 <p>POPULATION</p>	<table border="1"> <thead> <tr> <th data-bbox="475 517 794 562">Strategic Indicator</th> <th data-bbox="794 517 1361 562">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="475 562 794 696">Provision of vacant land zones for residential development in and around towns.</td> <td data-bbox="794 562 1361 696">As a result of the completion of the Settlement Strategy 2019-2034, vacant land in and around towns has been identified.</td> </tr> </tbody> </table>	Strategic Indicator	Status	Provision of vacant land zones for residential development in and around towns.	As a result of the completion of the Settlement Strategy 2019-2034, vacant land in and around towns has been identified.
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 <p>LIVEABILITY</p>	<table border="1"> <thead> <tr> <th data-bbox="475 913 794 958">Strategic Indicator</th> <th data-bbox="794 913 1361 958">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="475 958 794 1126">Provide communication and training opportunities about available grants and tender processes.</td> <td data-bbox="794 958 1361 1126">Details of available grants have been communicated via Council's Mayoral Column and social media. Council's suppliers and community have been notified of e-Procure, Council's tender processing system via email and Mayoral Column.</td> </tr> </tbody> </table>	Strategic Indicator	Status	Provide communication and training opportunities about available grants and tender processes.	Details of available grants have been communicated via Council's Mayoral Column and social media. Council's suppliers and community have been notified of e-Procure, Council's tender processing system via email and Mayoral Column.
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Tamagulla Hall.

Our performance

Service Performance Indicators

	Service / Indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Aquatic Facilities					
Service standard					
AF2	Health inspections of aquatic facilities	1.00	1.60	1.40	1.00
	[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities] Comment: Council's authorised officer carried out one inspection per Council aquatic facility.				
Utilisation					
AF6	Utilisation of aquatic facilities	3.06	2.93	2.60	2.08
	[Number of visits to aquatic facilities / Municipal population] Comment: A cool summer meant pool closures occurred more often and pools were less attractive for utilisation.				
Service cost					
AF7	Cost of aquatic facilities	New in 2020	New in 2020	\$28.98	\$22.34
	[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities] Comment: A cool summer meant pool closures resulted in a reduction in non-fixed operational cost. Greater attention was paid to expenditure and little capital works was undertaken. The year was focussed on planning and consolidation for coming years. It is expected that expenses will rise in the next reporting period with large capital works planned. Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'.				
Animal Management					
Timeliness					
AM1	Time taken to action animal management requests	1.00	1.00	1.00	1.00
	[Number of days between receipt and first response action for all animal management requests / Number of animal management requests] Comment: Council received 340 animal management requests during the year and responded within an average of one day.				
Service standard					
AM2	Animals reclaimed	71.43%	40.58%	52.50%	41.38%
	[Number of animals reclaimed / Number of animals collected] x100 Comment: There were 29 animals impounded, of which 12 were claimed by their owner. Many other lost/stray animals were quickly reunited with their owner without the need to be placed in the pound. An emphasis is placed on avoiding impoundment wherever possible.				

Our performance



Bridgewater on Loddon Memorial Hall Community Asset Committee annual meeting 2021.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
AM5	Animals rehomed	New in 2020	New in 2020	45.00%	58.62%
	[Number of animals rehomed / Number of animals collected] x100				
	Comment: There were 29 animals impounded, of which 17 were rehomed. Thirteen animals were rehomed after their owner could not be identified while four animals surrendered by their owner were rehomed.				
	Note: New measure for 2019-20 financial year.				
Service cost					
AM6	Cost of animal management service per population	New in 2020	New in 2020	\$8.99	\$10.67
	[Direct cost of the animal management service / Population]				
	Comment: Council's animal management service cost \$10.67 per head of population.				
	Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.				

Our performance

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Health and safety					
AM7	Animal management prosecutions	New in 2020	New in 2020	0.00%	0.00%
	[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100 Comment: There were no cases that required court action/prosecution during the reporting period. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.				
Food Safety					
Timeliness					
FS1	Time taken to action food complaints	1.00	1.00	1.67	1.25
	[Number of days between receipt and first response action for all food complaints / Number of food complaints] Comment: The timeframe for a number of the complaints was quicker than previous years partly due to resource availability.				
Service standard					
FS2	Food safety assessments	73.53%	90.63%	111.46%	24.74%
	[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100 Comment: The number of inspections is lower than previous years due to temporary business closures as a result of COVID-19. Public health staff were diverted to COVID-19 response and recovery roles within Council.				
Service cost					
FS3	Cost of food safety service	\$148.59	\$112.34	\$538.07	\$69.44
	[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984] Comment: Council has improved its accounting for food safety services and more accurately identifies the cost of this service.				
Health and safety					
FS4	Critical and major non-compliance outcome notifications	100.00%	100.00%	100.00%	100.00%
	[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100 Comment: Only one notification was issued and it was followed up as required.				

Our performance

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Governance					
Transparency					
G1	Council decisions made at meetings closed to the public	15.21%	9.29%	10.36%	10.62%
	<p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</p> <p>Comment: Council maintained a focus on listing as many reports as possible at meetings open to the public. Only 29 of 273 resolutions were made in closed meetings with many of the 29 being the awarding of contracts.</p>				
Consultation and engagement					
G2	Satisfaction with community consultation and engagement	51.00	52.00	57.00	58.00
	<p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p> <p>Comment: Council maintained a consistent level of satisfaction with community consultation and engagement. The adoption of the new Community Engagement Policy will assist with the management of community consultation and engagement across Council.</p>				
Attendance					
G3	Councillor attendance at council meetings	100.00%	98.92%	100.00%	100.00%
	<p>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</p> <p>Comment: Councillors attended 36 meetings during the year including monthly forums, monthly briefings and monthly Council meetings most months as well as special meetings.</p>				
Service cost					
G4	Cost of elected representation	\$46,641.20	\$44,406.40	\$45,372.20	\$58,413.00
	<p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p> <p>Comment: The cost of elected representation was higher this year due to costs associated with inducting new Councillors and recruiting a new CEO.</p>				
Satisfaction					
G5	Satisfaction with council decisions	48.00	50.00	57.00	61.00
	<p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p> <p>Comment: Over the past four years community satisfaction with council decisions has steadily increased from 48 to 61.</p>				

Our performance

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Libraries					
Utilisation					
LB1	Physical library collection usage	2.78	2.83	2.57	2.54
	[Number of physical library collection item loans / Number of physical library collection items] Comment: Despite the lockdown, the use of the physical library collection has remained constant. Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.				
Resource standard					
LB2	Recently purchased library collection	75.01%	72.00%	72.00%	72.00%
	[Number of library collection items purchased in the last 5 years / Number of library collection items] x100 Comment: The library collection remains current, with 72% of the collection purchased within the last five years.				
Participation					
LB4	Active library borrowers in municipality	7.21%	7.01%	7.30%	6.35%
	[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100 Comment: There was a decline in the number of active library borrowers in the municipality, from over 500 per year to 351 borrowers for this year. This can be attributed to closure of library agencies during COVID-19 pandemic.				
Service cost					
LB5	Cost of library service per population	New in 2020	New in 2020	\$28.23	\$28.85
	[Direct cost of the library service / Population] Comment: The library service is provided under a contract arrangement. The key variable is a slight change in population and a CPI increase in the cost of the contract. Note: This measure is replacing the previous 'Cost of library service' indicator which was based on number of visits.				
Maternal and Child Health (MCH)					
Service standard					
MC2	Infant enrolments in the MCH service	100.00%	100.00%	101.64%	103.70%
	[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100 Comment: The birth rate remained steady throughout the year.				
Service cost					
MC3	Cost of the MCH service	\$80.48	\$73.25	\$76.80	\$78.74
	[Cost of the MCH service / Hours worked by MCH nurses] Comment: The cost of the MCH service has remained constant over the years ranging between \$73 and \$81 per hour.				

Our performance

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Participation					
MC4	Participation in the MCH service	65.14%	65.54%	83.37%	85.11%
	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Comment: Participation increased slightly throughout the year. Adapting to COVID-19 restrictions, staff offered flexible service via telehealth as well as short face-to-face consults throughout the year to ensure all families wanting to access the service could continue to do so.				
Participation					
MC5	Participation in the MCH service by Aboriginal children	83.33%	56.67%	85.71%	89.47%
	[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 Comment: There was an increase in participation throughout the year. MCH Nurses undertook cultural awareness training to ensure services are more inclusive and safe for Aboriginal children and their families.				
Satisfaction					
MC6	Participation in 4-week Key Age and Stage visit	New in 2020	New in 2020	91.80%	90.74%
	[Number of 4-week key age and stage visits / Number of birth notifications received] x100 Comment: Families continue to engage and participate in MCH services. There has been a slight decrease due to families wanting to access services in neighbouring shires closer to their place of work or residence.				



Outdoor dining at Boort.

Our performance

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Roads					
Satisfaction of use					
R1	Sealed local road requests	35.63	9.52	11.95	7.90
	[Number of sealed local road requests / Kilometres of sealed local roads] x100 Comment: Lockdowns caused periods with traffic reductions which has resulted in lower sealed local road requests.				
Condition					
R2	Sealed local roads maintained to condition standards	98.83%	100.00%	99.90%	100.00%
	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100 Comment: All sealed local roads were maintained to condition standards.				
Service cost					
R3	Cost of sealed local road reconstruction	\$35.92	\$40.24	\$42.05	\$38.62
	[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed] Comment: Reduction due to economies achieved from larger sealed road reconstruction program along with site conditions resulting in a lower unit rate for the projects undertaken.				
Service Cost					
R4	Cost of sealed local road resealing	\$3.93	\$4.01	\$4.93	\$4.14
	[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed] Comment: Reseals in 2019/20 were asphalt and therefore a higher cost than reseals completed in 2020/21.				
Satisfaction					
R5	Satisfaction with sealed local roads	50.00	52.00	47.00	50.00
	[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads] Comment: There was a slight increase in the level of satisfaction with sealed local roads.				
Statutory Planning					
Timeliness					
SP1	Time taken to decide planning applications	56.00	40.50	48.50	39.00
	[The median number of days between receipt of a planning application and a decision on the application] Comment: Council implemented new software to assist with the timely management of planning applications.				



On-ground works underway at Wedderburn Pioneer Caravan Park.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Service standard					
SP2	Planning applications decided within required time frames	62.96%	72.45%	78.76%	83.46%
	[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100 Comment: New software has enabled Council to monitor time-frames for deciding planning applications.				
Service cost					
SP3	Cost of statutory planning service	\$532.05	\$1,922.90	\$1,224.29	\$833.20
	[Direct cost of the statutory planning service / Number of planning applications received] Comment: The cost of the statutory planning service has declined due to a position being vacant for a considerable part of the year and therefore reduced salary costs.				
Decision making					
SP4	Council planning decisions upheld at VCAT	0.00%	100.00%	0.00%	0.00%
	[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 Comment: No decisions progressed to VCAT.				

Our performance

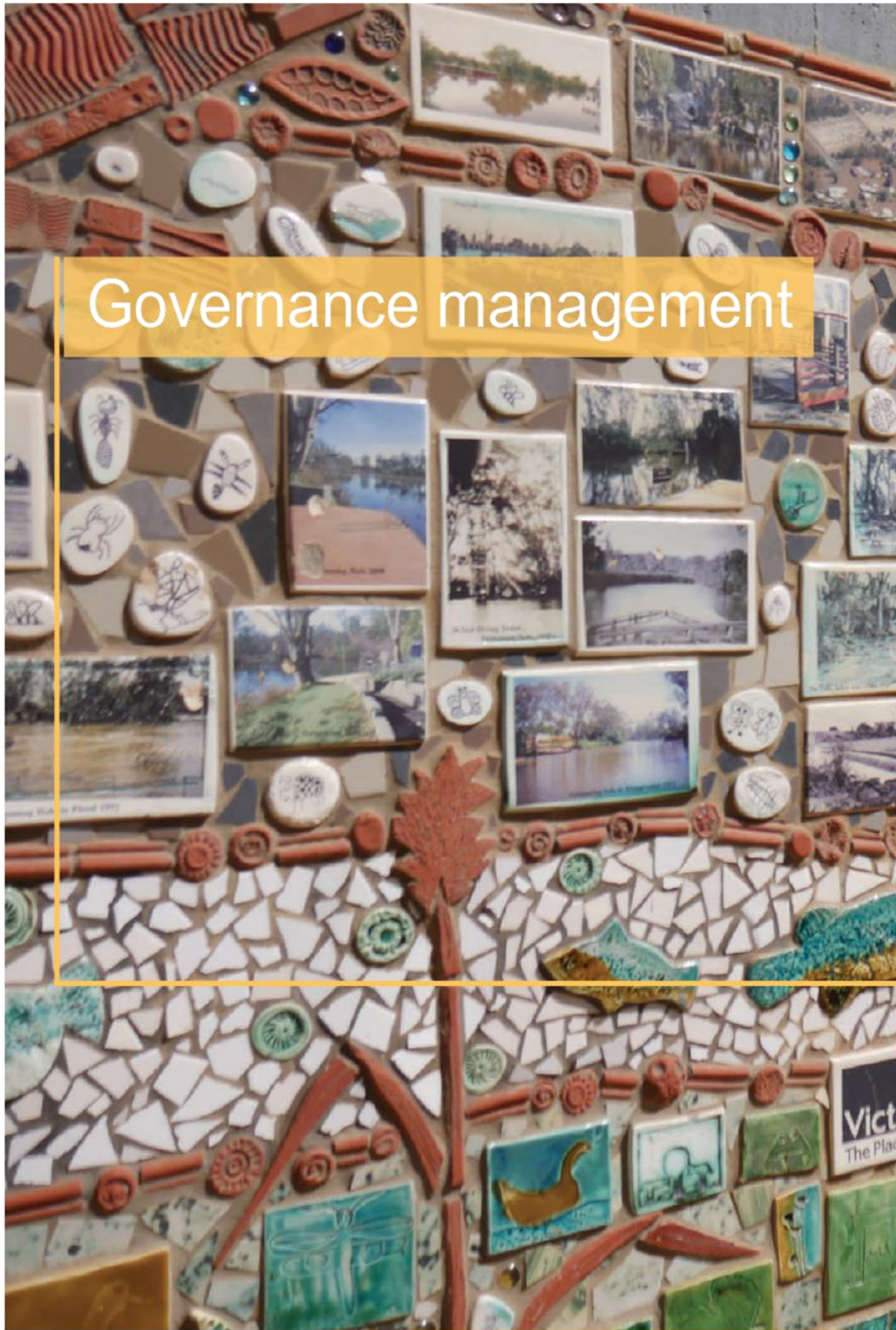
	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Waste Collection					
Satisfaction					
WC1	Kerbside bin collection requests	12.95	100.15	69.63	61.62
	[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000 Comment: Consistent waste collection drivers and ongoing contract surveillance has resulted in better services for residents.				
Service standard					
WC2	Kerbside collection bins missed	2.17	5.70	2.19	1.05
	[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000 Comment: Consistent waste collection drivers and ongoing contract surveillance has resulted in better services for residents.				
Service cost					
WC3	Cost of kerbside garbage bin collection service	\$116.13	\$121.68	\$138.75	\$143.89
	[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins] Comment: Collection services increased by 44 and new collection contract commenced 1 April 2021.				
Service cost					
WC4	Cost of kerbside recyclables collection service	\$60.81	\$90.43	\$78.86	\$83.82
	[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins] Comment: Processing and public place bin collection has increased with the new collection contract that commenced 1 April 2021. Services also increased by 31 extra collections.				
Waste diversion					
WC5	Kerbside collection waste diverted from landfill	21.89%	26.38%	28.12%	29.59%
	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 Comment: Council continues to improve the percentage of kerbside collection waste diverted from landfill, increasing from 21.89% four years ago to 29.59% in 2020/21.				

Community Satisfaction Survey

Council has been involved in the annual Community Satisfaction Survey undertaken by the sector since 1998.

The survey provides Council with important information about how the community perceives Council's performance in the current year, as well as providing Council with the ability to assess the trends in results.

Further details are available at www.loddon.vic.gov.au/Our-Council/Community-Satisfaction-Surveys



Mosaic mural under the bridge at Bridgewater on Lodon.

Governance management

Governance

Introduction

Loddon Shire Council is constituted under section 3D of the Local Government Act 1989 to provide leadership for the good governance of the municipal district and the local community. The role of a council includes:

- (a) acting as a representative government by taking into account the diverse needs of the local community in decision making
- (b) providing leadership by establishing strategic objectives and monitoring their achievement
- (c) maintaining the viability of the council by ensuring that resources are managed in a responsible and accountable manner
- (d) advocating the interests of the local community to other communities and governments
- (e) acting as a responsible partner in government by taking into account the needs of other communities
- (f) fostering community cohesion and encouraging active participation in civic life.

On 24 March 2020 the Local Government Act 2020 reached royal ascent and has been transitioning since then, with full transition expected on 1 July 2021.

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.

Under the new Act Council is guided by the overarching governance principles which state:

- (1) A Council must in the performance of its role give effect to the overarching governance principles.
- (2) The following are the overarching governance principles:
 - (a) Council decisions are to be made and actions taken in accordance with the relevant law;
 - (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - (d) the municipal community is to be engaged in strategic planning and strategic decision making;

- (e) innovation and continuous improvement is to be pursued;
 - (f) collaboration with other Councils and Governments and statutory bodies is to be sought;
 - (g) the ongoing financial viability of the Council is to be ensured;
 - (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - (i) the transparency of Council decisions, actions and information is to be ensured.
- (3) In giving effect to the overarching governance principles, a Council must take into account the following supporting principles—
- (a) the community engagement principles;
 - (b) the public transparency principles;
 - (c) the strategic planning principles;
 - (d) the financial management principles;
 - (e) the service performance principles.

Meetings of Council

Council conducts open public meetings generally on the fourth Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery or online. Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission or speak to an item. For the 2020/21 financial year Council held 12 ordinary Council meetings and two special Council meetings.

During 2020/21, the Victorian Government's COVID-19 Omnibus (Emergency Measures) Act 2020 introduced a change to the Local Government Act 2020 to allow for virtual council meetings so Council could continue to make decisions during the coronavirus pandemic.

Attendances at Council functions

During the year, the Mayor and Councillors attended various functions on behalf of Loddon Shire.

Some of the functions are related to Councillors' representation on committees while others arose from invitations from community groups, local government bodies, politicians and other stakeholders.

In total, the Mayor attended 90 functions while the other Councillors combined attended 380.

Special committees

Community Asset Committees

Under Section 65 of the Local Government Act 2020 (the Act), Council may establish Community Asset Committees for the purpose of managing community assets throughout the Shire.

Council's Community Asset Committees are made up of dedicated community members who give their time and energy to the committees they represent.

By instrument of delegation, the Chief Executive Officer may delegate any power, duty or function of the Council that has been delegated to him or her by the Council. That delegation applies to members of a Community Asset Committee.

Council respects and appreciates the contribution made by our volunteers which enriches our community, and provides a much broader range of services and activities than Council could provide without this support.

Council's current list of Section 65 Community Asset Committees include:

Community Asset Committee	Purpose
Boort Aerodrome Community Asset Committee	To administer, manage and control the facility known as the Boort Aerodrome.
Boort Memorial Hall Community Asset Committee	To administer, manage and control the facility known as the Boort Memorial Hall.
Boort Park Community Asset Committee	To administer, manage and control the facility known as Boort Park.
Bridgewater on Loddon Memorial Hall Community Asset Committee	To administer, manage and control the facility known as the Bridgewater on Loddon Memorial Hall.
Campbells Forest Hall Community Asset Committee	To administer, manage and control the facility known as the Campbells Forest Hall.
Donaldson Park Community Asset Committee	To administer, manage and control the facility known as Donaldson Park.
East Loddon Community Centre Community Asset Committee	To administer, manage and control the facility known as the East Loddon Community Centre.
Inglewood Community Elderly Persons Units Community Asset Committee	To administer, manage and control the facility known as the Inglewood Community Elderly Persons Units.
Inglewood Community Sports Centre Community Asset Committee	To administer, manage and control the facility known as the Inglewood Community Sports Centre.
Inglewood Town Hall Hub Community Asset Committee	To administer, manage and control the facility known as the Inglewood Town Hall Hub.

The following committees of management, which were special committees under the Local Government Act 1989, have disbanded since the last annual report, as the Local Government Act 2020 applies only to Community Asset Committees, and the committees which disbanded did not manage a Council owned or controlled facility.

- Loddon Southern Tourism and Development
- Boort Tourism Development
- Wedderburn Tourism
- Bridgewater on Loddon Development

Governance management

Jones Eucalyptus Distillery Site Community Asset Committee	To administer, manage and control the land known as the Jones Eucalyptus Distillery Site.
Korong Vale Mechanics Hall Community Asset Committee	To administer, manage and control the facility known as the Korong Vale Mechanics Hall.
Korong Vale Sports Centre Community Asset Committee	To administer, manage and control the facility known as the Korong Vale Sports Centre.
Little Lake Boort Community Asset Committee	To administer, manage and control the facility known as Little Lake Boort.
Pyramid Hill Memorial Hall Community Asset Committee	To administer, manage and control the facility known as the Pyramid Hill Memorial Hall.
Pyramid Hill Swimming Pool Kiosk Community Asset Committee	To administer, manage and control the facility known as the Pyramid Hill Swimming Pool.
Wedderburn Community Centre Community Asset Committee	To administer, manage and control the facility known as the Wedderburn Community Centre.
Wedderburn Engine Park and Market Square Reserve Community Asset Committee	To administer, manage and control the facility known as the Wedderburn Engine Park and Market Square Reserve.
Wedderburn Mechanics and Literary Institute Hall Community Asset Committee	To administer, manage and control the facility known as the Wedderburn Mechanics and Literary Institute Hall.
Hard Hill Tourist Reserve Community Asset Committee	To administer, manage and control Government Battery, Hard Hill Wedderburn and to administer, manage, maintain and control Hard Hill Tourist Reserve, a crown land reserve delegated to the committee by Council, the crown land committee.
Yando Public Hall Community Asset Committee	To administer, manage and control the facility known as the Yando Public Hall.



Yando Public Hall Community Asset Committee and hall.



Code of conduct

The Act requires councils to develop and approve a Councillor Code of Conduct within 12 months after each general election.

On 27 April 2021, Council adopted a revised Councillor Code of Conduct which is designed to:

- assist Councillors to maintain the highest standard of conduct and behaviour as well as provide a means to deal with problems they may encounter
- attract the highest level of confidence from Council's stakeholders
- assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- roles and relationships
- dispute resolution procedures.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from the exercise of the public duty.

For example, Council's template for Council reports includes a declaration of conflict of interest by the authors and Council's template for Council Meeting agendas contains a declaration of conflict of interest agenda item.

Councillor allowances

In accordance with Section 74 of the Local Government Act 1989 and section 39 of the Local Government Act 2020, Councillors are entitled to receive an allowance for performing their duties as a Councillor. The Mayor is entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance, Loddon Shire Council is recognised as a Category One council.

Under 573B(4) of the Act 1989, the Minister for Local Government approved an adjustment factor increase of zero per cent effective from 1 December 2019.

At the Council Meeting on 25 May 2021 it was resolved that the Councillors and Mayor allowance be set at the maximum for Category One councils.

An additional 9.5 per cent of the allowance amount is also payable as an allowance equivalent to the value of the Superannuation Guarantee.

The following table contains a summary of the allowances relating to each Councillor during the year.

Name of Councillor	Councillor allowance paid 2020/21
Cr N Beattie (Mayor 2020/21)	\$50,403.70
Cr C Condliffe	\$7,214.31
Cr G Curnow	\$7,214.31
Cr G Holt	\$22,300.70
Cr C McKinnon (Mayor 2019/20)	\$21,553.43
Cr Dan Straub	\$15,086.39
Cr Linda Jungwirth	\$15,086.39
Cr Wendy Murphy	\$15,086.39
Total	\$153,945.62

Governance management



Loddon Shire Councillors and CEO June 2021 Council Meeting.

Councillor expenses

In accordance with Section 75 of the Local Government Act 1989 and section 40 of the Local Government Act 2020, Council is required to reimburse a Councillor for expenses incurred while performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The Councillors Support and Reimbursement of Expenses Policy provides guidance for the reimbursement of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and members of a Council committee.

The details of the expenses including reimbursement of expenses for each Councillor for the 2020/21 year are set out in the following table:

Name of Councillor	Travel	Car mileage	Child care	Information and communication expenses	Conferences and training expenses	Total expenses
Cr N Beattie (Mayor 2020/21)*	\$0	\$13,598.73	\$0	\$5,347.56	\$2,588.49	\$21,534.78
Cr C Condliffe	\$0	\$2,446.27	\$0	\$117.71	\$0	\$2,563.98
Cr G Curnow	\$0	\$0	\$0	\$847.99	\$0	\$847.99
Cr G Holt	\$0	\$450.00	\$0	\$5,330.96	\$2,513.76	\$8,294.72
Cr C McKinnon (Mayor 2019/20)	\$0	\$6,000.00	\$0	\$0	\$0	\$6,000.00
Cr D Straub	\$0	\$4,202.00	\$0	\$6,645.67	\$2,943.91	\$13,791.58
Cr L Jungwirth	\$0	\$2,378.00	\$495.00	\$6,826.58	\$1,943.50	\$11,643.08
Cr W Murphy	\$0	\$2,098.00	\$0	\$6,813.63	\$1,335.45	\$10,247.08
Total	\$0	\$31,173.00	\$495.00	\$31,930.10	\$11,325.11	\$74,923.21

*Car mileage includes mileage while a Councillor up to the election as Mayor and the provision of car since elected as Mayor November 2020.

Management

About the management framework

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council.

The Act requires Council to undertake an assessment against the prescribed Governance and Management Checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section on page 79.

The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

Secton 54(2) of the Local Government Act 2020 states that the Audit and Risk Committee Charter must specify the functions and responsibilities of the Audit and Risk Committee including the following:

- (a) monitor the compliance of Council policies and procedures with:
 - (i) the overarching governance principles; and
 - (ii) this Act and the regulations and any Ministerial directions;
- (b) monitor Council financial and performance reporting;
- (c) monitor and provide advice on risk management and fraud prevention systems and controls;
- (d) oversee intemal and external audit functions.



Lights at Inglewood Community Sports Centre.

Membership

Council's Audit and Risk Committee is an advisory committee comprising five members – one Councillor (and an alternate Councillor) and four external independent persons. The current membership consists of:

Councillor:

- Cr Gavan Holt (Cr Neil Beattie as alternate)

Cr Holt was reappointed to the committee at the Statutory Meeting of Council held 19 November 2020.

Independent external persons:

- Mr Rodney Baker (Chair)
- Ms Rachelle Tippett
- Mr Rod Poxon
- Mr Jarrah O'Shea
- Mr Alan Darbyshire (retired May 2021)

Mr Baker was recommended as Chair of the committee for 2021 at the meeting held 18 February 2021 and Council endorsed that recommendation at the Ordinary Meeting held 25 May 2021.



Governance management

Meetings

Meetings are held generally on the second Thursday in August, November, February and May. Council's Chief Executive Officer and Director Corporate Services attend the meetings in an advisory capacity. Recommendations from each Audit and Risk Committee meeting are subsequently reported to, and considered by Council.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The function is jointly resourced by an in-house governance staff member who has extensive local government experience and an external provider, HLB Mann Judd. A risk based rolling four-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk management framework, the Council Plan, the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes and management input. The updated SIAP is reviewed and approved by the Audit and Risk Committee annually. The Director Corporate Services attends each Audit and Risk Committee meeting to report on the status of the SIAP to provide an update on the implementation of audit recommendations and to present findings of completed reviews.

All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked in Council's audit management system. Managers provide quarterly status updates

that are reviewed by the Internal Auditor and reported to the Executive Management Group and the Audit and Risk Committee. Quality assurance is measured through the annual Audit and Risk Committee self-assessment and completion of the internal audit plan. The SIAP for 2020/21 was completed with the following reviews conducted:

- Review of Victorian Protective Data Security Framework (August 2020)
- Review of Outstanding Actions (November 2020)
- Review of Capital Project Management (February 2021)
- Review of Swimming Pool Management (February 2021)
- Review of Occupational Health and Safety (June 2021)

External audit

Council is externally audited by the Victorian Auditor-General. For the 2020/21 financial year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative, RSD Audit.

The external auditors presented the draft External Audit Strategy to the February meeting of the Audit and Risk Committee, while the External Audit Interim Management Letter was presented to the June meeting.

Actions arising from the external audit are included on the Audit and Risk Committee's outstanding action list to be completed in the timeframe included on the report.



Last Audit and Risk Committee meeting for retiring member Alan Darbyshire. Pictured is Gavan Holt, Alan Darbyshire, Rodney Baker, Jarrah O'Shea and Rod Poxon.

Strategic documents

Activating Open Space Strategy 2019-2024

Asset Management Strategy

Audit and Risk Committee Charter

Bridges Asset Management Plan

Building Asset Management Plan

Business Continuity Framework

Business Continuity Plan

Child Safe Standards Framework

Climate Proofing Sport and Recreation Facilities Strategy

Community Care Strategy

Community Planning Framework

Complaint Handling Framework

Council Plan

Councillor Code of Conduct

Customer Service Strategy 2018-22

Disability Access and Inclusion Plan 2018-2021

Domestic Animal Management Plan

Domestic Waste Water Management Plan

Economic Development and Tourism Strategy

Environmental Sustainability Strategy

Event Management - a Guide for Organisers of Events

Fees and Charges 2020/21

Footpath Asset Management Plan

Freedom of Information Statement

Gender Equity Action Plan

Gender Equity Strategy

Governance Rules

Information Technology Disaster Recovery Plan (IT DRP) 2019

Information Technology Strategy 2017-2022

Instrument of Delegation Community Asset Committees

Knowledge Management Strategy (internal strategy)

Local Law No.4 - Environment

Loddon Aboriginal Community Partnership Plan 2019-2021

Loddon Healthy Minds Network Strategic Plan 2017-2022

Loddon Shire Youth Strategy 2008-2013

Municipal Early Years Plan 2014-17

Municipal Emergency Management Plan

Municipal Fire Management Plan

Municipal Heatwave Plan

Municipal Pandemic Plan

Municipal Public Health and Wellbeing Plan 2017-2021

Neighbourhood Safer Places Plan September 2020

Northern Victorian Emergency Management Cluster - Emergency Animal Welfare Plan

Northern Victorian Integrated Municipal Emergency Management Plan

Parks Asset Management Plan

Performance Reporting Framework

Procurement Strategy

Project Management Framework

Revenue and Rating Plan

Records Management Strategy 2018-2022

Recreation Strategy 2015-2020

Risk Management Framework

Road Asset Management Plan 2017-2021

Road Management Plan 2017

Roadside Management Plan

Rural Zones Review

Settlement Strategy

Staff, Volunteers and Contractors Code of Conduct

Strategic Document, Policy and Procedure Framework

Swimming Pool Improvement Plan 2018-22

Volunteer Strategy 2018-22

Waste Management Strategy 2020-2030

Workforce Plan 2020/21

Governance management

Strategic documents adopted during 2020/21

Strategic documents adopted	Meeting	Strategic documents adopted	Meeting
Council Expenses Policy V1	July 2020	Smoking in Council Buildings, Vehicles and Plant Policy V4	January 2021
Public Transparency Policy V1	July 2020	Staff Higher Duties Policy V4	January 2021
Community Asset Committee Policy V2	July 2020	Staff Recognition of Service Policy V4	January 2021
Governance Rules V1	August 2020	Work Experience Policy V3	January 2021
COVID-19 Financial Hardship Policy V2	August 2020	After Hours Call out Policy V1	January 2021
Investment Policy V5	August 2020	Community Engagement Policy V2	February 2021
Kerbside Waste and Recycling Policy V3	August 2020	Corporate Credit and Fuel Card Policy V5	February 2021
Procurement Policy V10	August 2020	Councillor Code of Conduct V5	February 2021
Election of Mayor Policy V4	August 2020	Councillor Gift Policy V1	March 2021
Service Planning Policy V1	August 2020	Waste Management Strategy V2	March 2021
Asset Management Policy V3	August 2020	Councillor Code of Conduct V6	April 2021
Neighbourhood Safer Places Plan V9	November 2020	Council Advocacy Policy V4	May 2021
Fee and Charges Schedule 2020/21 V2	November 2020	Cloud Computing Policy V1	May 2021
Gender Equity Action Plan V1	January 2021	Cyber Security Policy V1	May 2021
Early Years Enrolment and Orientation Policy and Procedure V1	January 2021	Internet Use Policy V1	May 2021
Early Years Asthma Policy and Procedure before V1	January 2021	Information Security Policy V1	May 2021
Early Years Epilepsy Policy and Procedure before V1	January 2021	CEO Employment and Remuneration Policy V1	May 2021
Early Years Diabetes Policy and Procedure before V1	January 2021	Revenue and Rating Plan 2021- 2025 V1	June 2021
		Fee and Charges for the year 1 July 2021 to 30 June 2022 V1	June 2021
		Budget for the Year ended 30 June 2022	June 2021

Risk management

In February 2019, Council adopted an updated Risk Management Framework and Policy in line with the International Risk Management Guidelines and Principles (ISO 31000:2018) which outlines the principles and processes for achieving best practice in risk management.

It articulates how Council will identify and record risks, and the roles and responsibilities associated with risk management throughout the Council.

It also documents the reporting structure to ensure that the Council, as the authority with ultimate responsibility

for risk at Council, is provided with information at all levels of the risk management process.

Risk Management Policy

The Risk Management Policy was adopted in February 2019.

Council is committed to proactive risk management and ensures it continues to prevent or minimise risks occurring that will have an adverse impact on the achievement of Council's objectives.

Governance and management checklist

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

	Governance and Management Item	YES or NO	Date if YES (single item/ date)	Supporting comments (multiple items/dates) <i>Reason(s) if answer is No</i>
GC1	Community engagement policy	YES	23/02/2021	www.loddon.vic.gov.au/files/assets/public/our-council/policies/community-engagement-policy.pdf
GC2	Community engagement guidelines	YES	3/04/2019	Internal document
GC3	Financial Plan	NO		<i>Document due 31 October 2021 is currently in draft.</i>
GC4	Asset Plan	NO		<i>Document is due 30 June 2022. Preliminary work is underway including finalisation of various Asset Management Plans as inputs to Asset Plan.</i>
GC5	Revenue and Rating Plan	YES	24/06/2021	/www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/revenue-and-rating-plan.pdf
GC6	Annual budget	YES	24/06/2021	www.loddon.vic.gov.au/files/assets/public/our-council/financial-reports/fin-budget-2021/22.pdf
GC7	Risk policy	YES	26/02/2019	www.loddon.vic.gov.au/files/assets/public/our-council/policies/risk-management-policy.pdf
GC8	Fraud policy	YES	26/06/2019	www.loddon.vic.gov.au/files/assets/public/our-council/policies/anti-fraud-and-corruption-policy.pdf
GC9	Municipal emergency management plan	YES	26/04/2017	Municipal Emergency Management Planning committee adopted version 7 following the meeting held 6 February 2020. www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/northern-victorian-integrated-municipal-emergency-management-plan-version-7-april-2020.pdf
GC10	Procurement policy	YES	25/08/2020	www.loddon.vic.gov.au/files/assets/public/our-council/policies/procurement-policy.pdf
GC11	Business continuity plan	YES	28/06/2021	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/business-continuity-framework.pdf
GC12	Disaster recovery plan	YES	11/09/2019	Internal document
GC13	Risk management framework	YES	26/02/2021	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/risk-management-framework.pdf
GC14	Audit and Risk Committee	YES	23/06/2020	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/audit-and-risk-committee-charter.pdf

Governance management

	Governance and Management Item	YES or NO	Date if YES (single item/ date)	Supporting comments (multiple items/dates) <i>Reason(s) if answer is No</i>
GC15	Internal audit	YES	22/10/2019	The internal auditors are contracted for four years with Loddon Shire
GC16	Performance reporting framework	YES	26/05/2020	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/performance-reporting-framework.pdf
GC17	Council Plan report	YES		24/11/2020 27/01/2021
GC18	Financial reporting	YES		Financial reports were provided monthly where timing allowed. 25/08/2020 27/01/2021 13/10/2020 23/02/2021 24/11/2020 23/03/2021 15/12/2020 27/04/2021
GC19	Risk reporting	YES		To the Audit and Risk Committee 26/11/2020 18/02/2021 17/06/2021 To Council 15/12/2020 23/03/21
GC20	Performance reporting	YES		To Audit and Risk Committee 13/08/2020 18/02/2021 To Council 25/08/2020 23/03/2021
GC21	Annual report	YES	24/11/2020	www.loddon.vic.gov.au/Our-Council/Annual-Report
GC22	Councillor Code of Conduct	YES	27/04/2021	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/councillor-code-of-conduct-signed-11-may-2021.pdf
GC23	Delegations	YES	27/07/2021	Delegations, authorisations and appointments to staff were reviewed and approved by Council in July 2021.
GC24	Meeting procedures	YES	25/08/2020	The Governance Rules replace the Local Law 1, and are located in the Plans and strategies part of the website. Adopted 25/08/2020 for 4 years.



Phil Pinyon,
Chief Executive Officer

Dated: 30/6/2021



Cr Neil Beattie
Mayor

Dated: 30/6/2021

Statutory information

The following information is provided in accordance with legislative and other requirements applying to Council.

Documents available for inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 41 High Street, Wedderburn:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of council staff in the previous 12 months
- 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
- 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
- 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
- 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
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- 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.

In May 2020, section 222 was repealed and replaced with the Public Transparency Policy. Council adopted a Public Transparency Policy at its July 2020 Council meeting.

On 6 April 2020, the Best Value Principles were repealed and replaced with the service performance principles.

Health Records Act 2001

Council collects health data, particularly in the community service area, to be used solely for the primary purpose for which it is collected or directly related purposes.

Council may disclose this information to other allied health professionals for continuity of care. If a referral to an allied health professional is required, consent is obtained unless exempted by other legislation.

Carers Recognition Act 2012

The Carers Recognition Act 2012 defines every council in Victoria as a 'public service care agency' and therefore a 'care support organisation'. As a consequence, councils are required to comply with the Act and to report on this in their annual reports from 2012/13 and thereafter.

This reporting requirement impacts across a wide range of Council activities, including human resources, home and community care, aged and disability services, leisure and recreation, community services, and family and children's services.

Council has taken all practicable measures to comply with its responsibilities outlined in the Act. Council has promoted the principles of the Act to people in care relationships and to the wider community by distributing printed material through relevant Council services, displaying posters at Council community venues and providing information to organisations represented in Council and community networks.

Governance management

Council has also taken all practicable measures to ensure that staff, Council agents and volunteers working for us 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 home and community care and disability services.

Council has made continuous efforts to review and modify policies, procedures and supports to include recognition of the carer relationship.

Child Safe Standards

Council is committed to protecting the interests and safety of children. Council has zero tolerance for child abuse. As part of its commitment, an organisational-wide approach has been developed to embed a child safe environment. In November 2017 Council adopted the Child Safe Standards Statement of Commitment. In April 2019 Council adopted a Child Safe Standards Policy and Child Safe Standards Framework.

Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 185(5)(a) and (c) of the Act without first engaging in a competitive process.

Disability Action Plan

In accordance with legislative requirements under the Victorian Disability Act 2006 (the Act) Council has developed a new Disability Action Plan which is known as the Disability Access and Inclusion Plan (DAIP) 2018-2021. The DAIP 2018-2021 is the fourth plan for the Loddon Shire Council.

The development of the DAIP strengthened Council's acknowledgment that people living with disability are valuable members of the community who have the same fundamental rights and responsibilities as all citizens.

The DAIP was developed through extensive community and staff consultation which indicated that the community was generally satisfied with the services provided by Council. The community also thought that Council was making some good improvements to the accessibility of the Loddon Shire. However Council understands that to achieve a community that is liveable for everyone, it must continue to increase the

accessibility and inclusion of people with a disability in the Loddon Shire.

The DAIP has six guiding outcomes that Council, in partnership with all its citizens, State and Federal governments and other organisations, will work towards to build a truly inclusive community:

1. People with a disability have the same opportunities to participate in services, programs and events in the Loddon Shire as everyone else.
2. The Loddon Shire's built and natural environments are accessible, and people with a disability are able to move around and get to the places they want to go.
3. People with a disability are engaged in flexible and sustainable employment within the Loddon Shire and have opportunities to develop and succeed.
4. People with a disability can access the information they need to make informed decisions and choices and contribute to leading, shaping and influencing the Loddon Shire.
5. People with a disability, their families and carers are able to connect and participate in activities that are aligned to their interests and identities, and experience a high level of wellbeing in all aspects of their life.
6. People with a disability feel welcome and safe, and are as recognised and respected as any other resident in the Loddon Shire.

Council has identified 15 strategies that state how Council will work to achieve each outcome and an action plan has been developed to guide Council on what needs to be done to achieve each strategy in the DAIP.

Achievements to date include:

- Delivery of an annual training program to increase awareness and understanding of universal design principles for all relevant staff.
- Partnering with the City of Greater Bendigo to continue to implement the Inclusive Towns project to encourage and support local businesses to make changes to increase their accessibility.
- Delivery of training to staff on how to write in Plain English.
- Partnering with City of Greater Bendigo to implement the Champions for Change project to increase supports for persons living with a disability to secure employment



Council promotes the benefit of dog and cat registrations.

- Updated website software to ensure compatibility with the latest Web Content Accessibility Guidelines
- Continued consideration of Universal design principles in all applicable infrastructure projects. Examples include the Bridgewater Foreshore and Inglewood Swimming pool projects, and in the Activating Open Spaces Strategy

Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994 Section 68A, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals and evaluate its implementation in the annual report.

Council adopted its Domestic Animal Management Plan 2018-2021 in July 2018. An initiative from the plan was to actively promote the benefits of dog and cat registration. Local media and Facebook opportunities have continued to promote a 'register your dog/cat, get it back for free' initiative. The program has delivered several efficient and successful pet returns to their owners, which has ultimately reduced instances of impounded animals.

Staff also liaised with residents financially impacted by the continuing COVID-19 pandemic and made alternate payment plans for animal registrations where necessary.

Other actions have included:

- inspecting domestic animal businesses
- conducting joint inspections with RSPCA officers regarding various dog breeding activities
- investigating and resolving potential dangerous or menacing dog complaints, including dog attacks
- participating in animal welfare forums and workshops
- assisting in the implementation of the Victorian Government Pet Exchange Register
- undertaking appropriate staff training and development programs

Freedom of Information Act 1982

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council is required to publish certain statements in its annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Governance management

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 reduced or waived on hardship grounds)

The prescribed fee for applications under the Act is outlined in Council's Fees and Charges Schedule which can be found on Council's website: <http://www.loddon.vic.gov.au/Our-documents/Current-fees-and-charges>

Requests for access to information under the Freedom of Information (FOI) Act should be lodged on the FOI application form and sent to:

Mrs Sharon Morrison
 Director Corporate Services and Freedom of Information Officer
 PO Box 21
 Wedderburn 3518
 Telephone: (03) 5494 1207
 Email: smorrison@loddon.vic.gov.au

Requests can also be lodged online or by email. Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

During the year Council received two requests under the Act.

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.

Public Interest Disclosure Act 2012

In accordance with section 69 of the Public Interest Disclosure Act 2012, Council must include in their annual report information about how to access the procedures established by the Council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complainants investigated during the financial year.

Council has a Public Interest Disclosure Policy available to the public on Council's website:

www.loddon.vic.gov.au/About-us/Our-Council/Governance/Public-Interest-disclosure

During 2020/21 there were no disclosures notified to Council officers appointed to receive disclosures, and no known disclosures to IBAC.

Road Management Act Ministerial Directions

In accordance with section 22 of the Road Management Act 2004, Council must publish a copy or summary of any Ministerial Direction in its annual report.

No Ministerial Directions were received by Council during the financial year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in Council's annual report.

For the 2020/21 year there were no infrastructure and development contributions.



Rudkins Reserve Serpentine.

DESCRIPTION OF MUNICIPALITY

Loddon Shire Council is located in central Victoria, about 175 kilometres north-west of Melbourne. It is bounded by the Gannawarra Shire in the north, Shire of Campaspe and City of Greater Bendigo in the east, Mount Alexander Shire and Central Goldfields Shire in the south, and Northern Grampians Shire and Buloke Shire in the west.

Loddon Shire Council is a predominantly rural area, with many small towns and communities. The largest towns are Boort, Bridgewater on Loddon, Inglewood, Pyramid Hill, and Wedderburn.

The Shire encompasses a total land area of about 6,700 square kilometres. Land is used mainly for agriculture and horticulture, particularly grain, sheep, wool, beef cattle, dairy, pigs and poultry. In recent years, there has also been an increase in viticulture, olives, and fodder crops.

The primary source of employment in the Shire is agriculture, forestry and fishing with 37 per cent of employed residents working in those fields, while 10 per cent work in health care and social assistance, seven per cent in retail trade, and five per cent in public administration and safety.

SUSTAINABILITY CAPACITY INDICATORS

Indicator/measure	Results			
	2018	2019	2020	2021
Indicator: Population <i>Measure:</i> Expenses per head of municipal population <i>Computation:</i> Total expenses/Municipal population	\$4,502	\$5,919	\$4,122	\$4,443
Material variations: Population remains steady with the main variance between the expenditure each year. 2018 and 2019 included significant flood restoration works, therefore producing a higher ratio.				
Indicator: Population <i>Measure:</i> Infrastructure per head of municipal population <i>Computation:</i> Value of infrastructure/Municipal population	\$43,768	\$45,810	\$47,012	\$46,350
Material variations: Gradual increase to infrastructure valuation over the first three year period, a slight reduction in 2021, with population remaining steady.				
Indicator: Population <i>Measure:</i> Population density per length of road <i>Computation:</i> Municipal population/Kilometres of local roads	1.59	1.59	1.59	1.58
Material variations: No material variations.				
Indicator: Own-source revenue <i>Measure:</i> Own source revenue per head of municipal population <i>Computation:</i> Own-source revenue/Municipal population	\$1,868	\$1,904	\$1,930	\$1,991
Material variations: Gradual increase to own source revenue over time with population remaining steady.				
Indicator: Recurrent grants <i>Measure:</i> Recurrent grants per head of municipal population <i>Computation:</i> Recurrent grants/Municipal population	\$1,836	\$1,851	\$1,771	\$1,850
Material variations: Recurrent grants have remained steady due to the continued 50% upfront payment of the Financial Assistance Grant.				
Indicator: Disadvantage <i>Measure:</i> Relative socio-economic disadvantage <i>Computation:</i> Index of relative socio-economic disadvantage by decile	2	2	2	2
Material variations: No material variations.				
Efficiency Indicator: Workforce turnover <i>Measure:</i> Resignations and terminations compared to average staff <i>Computation:</i> [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	12.29%	10.32%	13.59%	12.82%
Material variations: Slight decrease in this indicator with the main variance being permanent numbers in line with recruitment of some new specialist roles.				

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 in paragraphs (a) and (b)

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

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

"population" means the resident population estimated by council

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

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

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

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

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results			
	2018	2019	2020	2021
Aquatic facilities Indicator: Utilisation <i>Measure:</i> Utilisation of aquatic facilities <i>Computation:</i> Number of visits to aquatic facilities/Municipal population	3	3	3	2
Material variations: A cooler summer resulted in more pool closures, and made pool visits less attractive to Loddon residents.				
Animal management Indicator: Health and safety <i>Measure:</i> Animal management prosecutions <i>Computation:</i> Number of successful animal management prosecutions	New in 2020.	New in 2020.	0%	0%
Material variations: No cases that required prosecution during the reporting period.				
Food Safety Indicator: Health and safety <i>Measure:</i> Critical and major non-compliance notifications <i>Computation:</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%	100%	100%	100%
Material variations: No material variations.				
Governance Indicator: Satisfaction <i>Measure:</i> Satisfaction with Council decisions <i>Computation:</i> Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community	48	50	57	61
Material variations: In accordance with the Local Government Act 2020, Council was required to adopt a Community Engagement Policy and Public Transparency Policy. Both were adopted by Council in 2020/21.				
Libraries Indicator: Participation <i>Measure:</i> Active library members <i>Computation:</i> [Number of active library members for last three years/Municipal population for last three years] x100	7%	7%	7%	6%
Material variations: Number of active library members have gradually decreased with the municipal population remaining steady.				
Maternal and Child Health (MCH) Indicator: Participation <i>Measure:</i> Participation in MCH service <i>Computation:</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	65%	66%	83%	85%
Material variations: Number of children who attended has remained fairly consistent with the number enrolled decreasing during the year and they either move from the area or are at an age that they are no longer applicable.				

SERVICE PERFORMANCE INDICATORS (Continued)

Service/indicator/measure	Results			
	2018	2019	2020	2021
Maternal and Child Health (MCH) Indicator: Participation <i>Measure:</i> Participation in the MCH service by Aboriginal children <i>Computation:</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	83%	57%	86%	89%
Loddon children. There has been an decrease to the participation in the MCH service, while children enrolled has also decreased overall.				
Roads Indicator: Satisfaction <i>Measure:</i> Satisfaction with sealed local roads <i>Computation:</i> Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads	50	52	47	50
Material variations: This indicator has a slight increase this year in line with the averages of previous years. This is a result of better communication around which parts of the sealed road network is maintained by VicRoads and those maintained by Council.				
Indicator: Decision making <i>Measure:</i> Council planning decisions upheld at VCAT <i>Computation:</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%	100%	0%	0%
Material variations: No VCAT decisions set aside for three of the four years.				
Indicator: Waste diversion <i>Measure:</i> Kerbside collection waste diverted from landfill <i>Computation:</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	22%	26%	28%	30%
Material variations: Overall weight collected has decreased over the 4 year reporting period with the recyclables remaining fairly steady.				

SERVICE PERFORMANCE INDICATORS (Continued)

Definitions:

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

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

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

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

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

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

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

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised 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*

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

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

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

"population" means the resident population estimated by council

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

FINANCIAL PERFORMANCE INDICATORS

Dimension/indicator/ measure	Results				Forecasts			
	2018	2019	2020	2021	2022	2023	2024	2025
Efficiency Indicator: Expenditure level <i>Measure:</i> Expenses per property assessment Computation: Total expenses/Number of property assessments	\$4,339.15	\$5,685.05	\$3,948.74	\$4,190.23	\$4,343.53	\$4,323.00	\$4,389.28	\$4,541.82
Material variations: Property numbers remain constant with expenditure levels the main variance. During 2018 and 2019, significant flood restoration works were undertaken.								
Efficiency Indicator: Revenue level <i>Measure:</i> Average rate per property assessment Computation: General rates and municipal charges/Number of property assessments	New in 2020	New in 2020	\$1,226.81	\$1,244.14	\$1,266.50	\$1,285.49	\$1,304.78	\$1,324.35
Material variations: Property numbers remain constant with rate income increasing gradually.								
Liquidity Indicator: Working capital <i>Measure:</i> Current assets compared to current liabilities Computation: [Current assets/Current liabilities] x100	742.25%	503.88%	744.86%	506.54%	409.59%	256.35%	114.65%	-7.25%
Material variations: Main variations occur in this indicator due to the amount of cash on hand for that projected year, the other components are fairly constant.								
Liquidity Indicator: Unrestricted cash <i>Measure:</i> Unrestricted cash compared to current liabilities Computation: [Unrestricted cash/Current liabilities] x100	91.92%	-156.79%	3.10%	125.63%	270.25%	108.29%	-38.61%	-163.56%
Material variations: Council has on hand large amount of cash in some years, however forecasted years this decreases which results in a reduction in this indicator.								

FINANCIAL PERFORMANCE INDICATORS (Continued)

Dimension/indicator/ measure	Results				Forecasts			
	2018	2019	2020	2021	2022	2023	2024	2025
Obligations Indicator: Loans and borrowings <i>Measure:</i> Loans and borrowings compared to rates Computation: [Interest bearing loans and borrowings/Rate revenue] x100	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Material variations: Council made the last payment of outstanding loans during early 2016.								
Obligations Indicator: Loans and borrowings <i>Measure:</i> Loans and borrowings repayments compared to rates Computation: [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Material variations: Council made the last payment of outstanding loans during early 2016.								
Obligations Indicator: Indebtedness <i>Measure:</i> Non-current liabilities compared to own source revenue Computation: [Non-current liabilities/Own source revenue] x100	11.76%	12.57%	11.85%	10.17%	16.26%	18.35%	20.29%	22.23%
Material variations: Council's non current liabilities increase slightly each year in line with EA increases, own source revenue also increases each year in line with any CPI increases.								
Obligations Indicator: Asset renewal <i>Measure:</i> Asset renewal and upgrade compared to depreciation Computation: [Asset renewal and upgrade expenses/Asset depreciation] x100	35.98%	19.86%	57.71%	79.27%	52.66%	64.81%	69.26%	52.80%
Material variations: Variations can occur within this indicator depending on the capital works program delivered or budgeted for in the relevant year. In 2019 there was a large flood program delivered which resulting in a reduced capability to deliver the capital works program for that year.								

FINANCIAL PERFORMANCE INDICATORS (Continued)

Dimension/indicator/ measure	Results				Forecasts			
	2018	2019	2020	2021	2022	2023	2024	2025
Operating position Indicator: Adjusted underlying result <i>Measure:</i> Adjusted underlying surplus (or deficit) <i>Computation:</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-4.51%	-2.87%	-8.06%	-5.44%	-46.95%	-21.68%	-22.26%	-24.67%
Material variations: Future year projections include all costs to address the renewal gap, however based upon current forecasting Council will not have enough income to address the gap without reducing other levels of service.								
Stability Indicator: Rates concentration <i>Measure:</i> Rates compared to adjusted underlying revenue <i>Computation:</i> [Rate revenue/Adjusted underlying revenue] x100	32.31%	24.87%	38.60%	36.59%	50.57%	42.20%	42.41%	42.45%
Material variations: Council has continued to apply the rate cap to rates and charges for all forecast years. The main variation between years for this indicator is the operating grants.								
Stability Indicator: Rates effort <i>Measure:</i> Rates compared to property values <i>Computation:</i> [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.50%	0.52%	0.49%	0.43%	0.43%	0.43%	0.43%	0.42%
Material variations: No material variations.								

FINANCIAL PERFORMANCE INDICATORS (Continued)

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 in paragraphs (a) and (b)

"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

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 sustainability 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 (as per the transitional provisions of the *Local Government Act 2020*).

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 Council's Strategic Resource Plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 23 June 2020 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

CERTIFICATION OF 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 (as per the transitional provisions of the *Local Government Act 2020*).



Signed: Date: 16 /September / 2021
**SHARON ROSEMARIE MORRISON BA (POLITICS), LLB (HONS), GDLP, DIP BUS, CERT IV HR,
PRINCIPAL ACCOUNTING OFFICER
Wedderburn, Victoria, 3518**

In our opinion, the accompanying Performance Statement of the Loddon Shire Council for the year ended 30 June 2021 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 (as per the transitional provisions of the Local Government Act 2020).

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainability capacity.

As 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 the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.



Signed: Date: 16 /September / 2021
**NEIL EDWARD BEATTIE, MAYOR
Wedderburn, Victoria, 3518**



Signed: Date: 16 /September / 2021
**GAVAN LINDSAY HOLT, COUNCILLOR
Wedderburn, Victoria, 3518**



Signed: Date: 16 /September / 2021
**JUDITH PATRICIA HOLT B.Bus (Acct), GAICD, FGIA, FCG, ACTING CHIEF EXECUTIVE OFFICER
Wedderburn, Victoria 3518**



Independent Auditor’s Report

To the Councillors of Loddon Shire Council

Opinion	<p>I have audited the accompanying performance statement of Loddon Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021. • sustainable capacity indicators for the year ended 30 June 2021. • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021. • other information for the year ended 30 June 2021 (basis of preparation) and • the the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors’ responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor’s responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

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Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

MELBOURNE
22 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria



Financial statements

Year ending 30 June 2021

Bird mural at Wedderburn Travellers Rest by artist Bryan Itch.

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CERTIFICATION OF 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.



Signed: Date: 16 /September / 2021
SHARON ROSEMARIE MORRISON BA (POLITICS), LLB (HONS), GDLP, DIP BUS, CERT IV HR,
PRINCIPAL ACCOUNTING OFFICER
Wedderburn, Victoria 3518

In our opinion the accompanying financial statements present fairly the financial transactions of the Loddon Shire Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Signed: Date: 16 /September / 2021
NEIL EDWARD BEATTIE, MAYOR
Wedderburn, Victoria, 3518



Signed: Date: 16 /September / 2021
GAVAN LINDSAY HOLT, COUNCILLOR
Wedderburn, Victoria, 3518



Signed: Date: 16 /September / 2021
JUDITH PATRICIA HOLT B.Bus (Acct), GAICD, FGIA, FCG, ACTING CHIEF EXECUTIVE OFFICER
Wedderburn, Victoria 3518



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Loddon Shire Council

Opinion	<p>I have audited the financial report of Loddon Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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Auditor's responsibilities for the audit of the financial report	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>
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MELBOURNE
22 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

COMPREHENSIVE INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
Income			
Rates and charges	3.1	11,521,260	11,047,771
Statutory fees and fines	3.2	423,057	462,337
User fees	3.3	1,745,588	1,607,282
Grants - operating	3.4	14,011,856	11,748,029
Grants - capital	3.4	6,979,510	4,026,094
Contributions - monetary	3.5	81,375	21,165
Reimbursements and subsidies	3.6	805,709	885,849
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.7	88,633	29,889
Interest received	3.8	279,462	442,148
Share of net profits of associates and joint ventures	6.3	13,233	10,042
Other income	3.9	32	103
Total income		35,949,715	30,280,709
Expenses			
Employee costs	4.1	13,516,241	11,734,709
Materials and services	4.2	9,415,750	8,987,370
Depreciation	4.3	9,959,894	9,898,344
Bad debts expense	4.4	2,891	9,255
Other expenses	4.5	304,449	300,773
Total expenses		33,199,225	30,930,451
Surplus (or deficit) for year		2,750,490	(649,742)
Other comprehensive income			
<i>Items that will not be reclassified to surplus or deficit in future periods</i>			
Net asset revaluation increment/(decrement)	9.1(a)	(5,840,410)	12,996,471
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	6.3	(3,886)	(4,278)
Total comprehensive result		(3,093,806)	12,342,451

The above Comprehensive Income Statement should be read with the accompanying notes.

BALANCE SHEET AS AT 30 JUNE 2021

	Note	2021 \$	2020 \$
Assets			
Current assets			
Cash and cash equivalents	5.1	20,262,389	8,326,446
Other financial assets	5.1	17,183,417	22,000,000
Trade and other receivables	5.1	1,350,744	807,408
Other assets	5.2	235,646	462,212
Inventories	5.2	24,120	26,782
Non-current assets classified as held for sale	6.1	222,784	540,076
Total current assets		39,279,100	32,162,924
Non-current assets			
Other financial assets	5.1	-	-
Other assets	5.2	100	100
Trade and other receivables	5.1	-	1,168
Investments in associates and joint ventures	6.3	284,683	275,336
Intangible assets	5.2	2,674,570	2,979,650
Property, infrastructure, plant and equipment	6.2	356,110,941	362,791,061
Right-of-use assets	5.7	-	-
Total non-current assets		359,070,294	366,047,315
Total assets		398,349,394	398,210,239
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	1,471,993	634,196
Trust funds and deposits	5.3(b)	365,171	356,380
Unearned income	5.3(c)	2,976,276	705,000
Provisions	5.4	2,940,884	2,622,435
Lease liabilities	5.7	-	-
Total current liabilities		7,754,324	4,318,011
Non-current liabilities			
Provisions	5.4	1,512,661	1,716,013
Lease liabilities	5.7	-	-
Total non-current liabilities		1,512,661	1,716,013
Total liabilities		9,266,985	6,034,024
Net assets		389,082,409	392,176,215
Equity			
Accumulated surplus		90,938,554	90,918,332
Reserves	9	298,143,855	301,257,883
Total equity		389,082,409	392,176,215

The above Balance Sheet should be read with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

2021

	Note	Total 2021 \$	Accumulated surplus 2021 \$	Revaluation reserve 2021 \$	Other reserves 2021 \$
Balance at beginning of the financial year		392,176,215	90,918,332	278,439,144	22,818,739
Adjusted opening balance		392,176,215	90,918,332	278,439,144	22,818,739
Surplus/(deficit) for the year		2,750,490	2,750,490	-	-
Net asset revaluation increment/(decrement)	9.1(a)	(5,840,410)	-	(5,840,410)	-
Transfer to reserves	9.1(b)	-	(19,622,115)	-	19,622,115
Transfer from reserves	9.1(b)	-	16,895,733	-	(16,895,733)
Share of other comprehensive income		(3,886)	(3,886)	-	-
Balance at end of financial year		389,082,409	90,938,554	272,598,734	25,545,121

2020

	Note	Total 2020 \$	Accumulated surplus 2020 \$	Revaluation reserve 2020 \$	Other reserves 2020 \$
Balance at beginning of the financial year		380,773,764	93,620,656	265,442,673	21,710,435
Impact on change of accounting policy - AASB 1058 Income of Not-for-Profit-Entities		(940,000)	(940,000)	-	-
Adjusted opening balance		379,833,764	92,680,656	265,442,673	21,710,435
Surplus/(deficit) for the year		(649,742)	(649,742)	-	-
Net asset revaluation increment/(decrement)	9.1(a)	12,996,471	-	12,996,471	-
Transfer to reserves	9.1(b)	-	(18,170,723)	-	18,170,723
Transfer from reserves	9.1(b)	-	17,062,419	-	(17,062,419)
Share of other comprehensive income		(4,278)	(4,278)	-	-
Balance at end of financial year		392,176,215	90,918,332	278,439,144	22,818,739

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 Inflows/ (outflows) \$	2020 Inflows/ (outflows) \$
Cash flows from operating activities			
Rates and charges		11,542,848	10,986,638
Statutory fees and fines		412,961	454,147
User fees		1,518,000	2,468,996
Grants - operating		13,715,848	11,964,173
Grants - capital		9,250,786	4,903,322
Contributions - monetary		81,375	21,165
Reimbursements and subsidies		875,205	935,089
Interest received		272,751	449,893
Net GST refund		1,449,161	1,153,154
Short-term, low value and variable lease payments		-	-
Trust funds and deposits taken		8,791	15,632
Employee costs		(13,124,062)	(11,540,031)
Material and services		(10,477,527)	(11,189,843)
Trust funds and deposits repaid		-	-
Net cash provided by (used in) operating activities	9.2	15,526,137	10,622,335
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(9,455,472)	(6,504,115)
Proceeds from sale of property, infrastructure, plant and equipment	3.7	1,046,295	313,894
Payments for intangible assets		-	-
Payments from / (for) investments		4,816,583	1,710,435
Loans and advances to community organisations		-	-
Repayment of loans and advances from community organisations		2,400	1,200
Net cash provided by (used in) investing activities		(3,590,194)	(4,478,586)
Cash flows from financing activities			
Repayment of interest bearing loans and borrowings		-	-
Borrowing costs		-	-
Interest paid - lease liability		-	-
Repayment of lease liabilities		-	-
Net cash provided by (used in) financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		11,935,943	6,143,749
Cash and cash equivalents at the beginning of the financial year		8,326,446	2,182,697
Cash and cash equivalents at the end of the financial year	5.1	20,262,389	8,326,446

The above Statement of Cash Flows should be read with the accompanying notes.

STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
Land and buildings			
Land		-	-
Buildings - specialised		433,496	795,763
Work in progress		1,178,769	79,285
Total buildings		1,612,265	875,048
Plant and fittings			
Plant, machinery and equipment		1,344,845	1,214,486
Office furniture and equipment		114,858	336,300
Total plant and equipment		1,459,703	1,550,786
Infrastructure			
Roads		3,770,911	2,614,113
Bridges		1,102,159	499,518
Footpaths and cycleways		562,886	549,199
Kerb and channel		-	-
Drainage		202,930	31,736
Street furniture		17,480	7,227
Work in progress		727,138	376,488
Total infrastructure		6,383,504	4,078,281
Total capital works expenditure		9,455,472	6,504,115
Represented by:			
New asset expenditure		1,361,445	597,416
Asset renewal expenditure		5,783,378	3,141,769
Asset expansion expenditure		198,842	194,720
Asset upgrade expenditure		2,111,807	2,570,210
Total capital works expenditure		9,455,472	6,504,115

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

OVERVIEW

Introduction

The Loddon Shire Council was established by an Order of the Governor in Council on 19 January 1995 and is a body corporate. The Council's main office is located at 41 High Street, Wedderburn.

Statement of compliance

These financial statements are a general purpose financial report that consist 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 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*.

Significant accounting policies

Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.4)
- the determination of landfill provisions (refer to Note 5.4)
- the determination of whether performance obligations are sufficiently specific as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income for Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- whether or not *AASB 1059 Service Concession Agreements: Grantors* is applicable (refer to Note 8.2)
- other areas requiring judgements.

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

Impact of COVID-19 on Loddon

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus (coronavirus). A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020/21 year, Council has noted the following significant impacts on its financial operations:

- In response to significant decrease in demand / government directive amidst the COVID-19 outbreak, Council leisure facilities / libraries / community centres were closed. These closures resulted in no change to the direct revenue received for these facilities. Facilities began to reopen from in late 2020. There were further minor 'snap' closures in line with government directives at the time
- Council did not pause commercial rent agreements
- Council activated its hardship policy in response to this crisis on 26 May 2020. This resulted in a slight decrease in overdue interest earned along with a slight lag on cash flow income from rates and related charges. This was rescinded on 31 December 2020.

NOTE 1 PERFORMANCE AGAINST BUDGET

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Management has adopted a materiality threshold of 20 percent and \$50,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold.

The budget figures detailed below are those adopted by Council on 23 June 2020.

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

1.1 Income and expenditure

	Budget 2021	Actual 2021	Variance 2021	Variance 2021	
	\$	\$	\$	%	Ref
Income					
Rates and charges	11,461,007	11,521,260	(60,253)	0.5%	
Statutory fees and fines	215,586	423,057	(207,471)	96.2%	1
User fees	1,526,932	1,745,588	(218,656)	14.3%	
Grants - operating	6,352,271	14,011,856	(7,659,585)	120.6%	2
Grants - capital	2,487,726	6,979,510	(4,491,784)	180.6%	3
Contributions - monetary	100,000	81,375	18,625	-18.6%	
Reimbursements and subsidies	787,885	805,709	(17,824)	2.3%	
Interest earnings	375,200	279,462	95,738	-25.5%	4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	88,633	(88,633)	100.0%	5
Share of net profits/(losses) of associates and joint ventures	-	13,233	(13,233)	100.0%	
Other income	-	32	(32)	100.0%	
Total income	23,306,607	35,949,715	(12,643,108)	54.2%	
Expenses					
Employee costs	12,579,010	13,516,241	(937,231)	7.5%	
Materials and services	11,292,136	9,415,750	1,876,386	-16.6%	
Depreciation	9,666,789	9,959,894	(293,105)	3.0%	
Bad and doubtful debts	-	2,891	(2,891)	100.0%	
Other expenses	334,239	304,449	29,790	-8.9%	
Total expenses	33,872,174	33,199,225	672,949	-2.0%	
Surplus/(deficit) for the year	(10,565,567)	2,750,490	(13,316,057)	-126.0%	

(i) Explanation of material variations

- 1 The increase to statutory fees and fines relates mainly to additional income received for planning services.
- 2 Operating grants had a financial position higher than budgeted mainly due to higher income received for the Working for Victoria employment program of \$1.1M, along with 50% upfront income from the grants commission of \$4.8M.
- 3 Capital grant income was higher than budgeted due to additional road program grants that were received during 2020/21.
- 4 Interest income for the year was lower than expected, which is due to the dramatic drop in term deposit interest rates which was partially offset by higher amounts of cash on hand to invest.
- 5 Due to the unpredictable nature of this item, Council does not budget for a profit / loss.

NOTE 1 PERFORMANCE AGAINST BUDGET (CONTINUED)**1.2 Capital works**

	Budget 2021 \$	Actual 2021 \$	Variance 2021 \$	Variance 2021 %	Ref
Property					
Land	-	-	-	0.0%	
Land improvements	5,000	2,325	2,675	-53.5%	
Total land	5,000	2,325	2,675	-53.5%	
Buildings	-	-	-	100.0%	
Building improvements	780,000	171,341	608,659	-78.0%	6
Total buildings	780,000	171,341	608,659	-78.0%	
Total property	785,000	173,666	611,334	-77.9%	
Plant and equipment					
Plant, machinery and equipment	1,452,900	1,344,845	108,055	-7.4%	
Office furniture and equipment	185,000	114,858	70,142	-37.9%	7
Total plant and equipment	1,637,900	1,459,703	178,197	-10.9%	
Infrastructure					
Roads	3,239,065	3,935,336	(696,271)	21.5%	8
Bridges	143,965	937,734	(793,769)	551.4%	9
Footpaths and cycleways	278,928	562,886	(283,958)	101.8%	10
Drainage	350,000	930,068	(580,068)	165.7%	11
Recreation, leisure and community facilities	7,500	1,251,987	(1,244,487)	16593.2%	12
Parks, open space and streetscapes	800,000	204,092	595,908	-74.5%	13
Total infrastructure	4,819,458	7,822,103	(3,002,645)	62.3%	
Total capital works expenditure	7,242,358	9,455,472	(2,213,114)	30.6%	
Represented by:					
New asset expenditure	1,642,900	1,361,445	281,455	-17.1%	
Asset renewal expenditure	4,541,958	5,783,378	(1,241,420)	27.3%	
Asset expansion expenditure	-	198,842	(198,842)	100.0%	
Asset upgrade expenditure	1,057,500	2,111,807	(1,054,307)	99.7%	
Total capital works expenditure	7,242,358	9,455,472	(2,213,114)	30.6%	

NOTE 1 PERFORMANCE AGAINST BUDGET (CONTINUED)**1.2 Capital works (continued)****(i) Explanation of material variations**

- 6 The variation to budget for buildings relate to projects that have not progressed during the year including the strategic fund for community planning (\$250K). Works are also behind schedule for the building asset management plan of \$359K.
- 7 Due to a drop in prices for laptop and desktop computers, almost all purchases of these items are recognised as operating, resulting in a variation to budget.
- 8 Additional grant income for road infrastructure capital was received during the year, therefore the program set for the year was higher and the delivery greater than budget.
- 9 The actual program delivered for the financial year included carry over projects that were not completed during the prior year.
- 10 The actual program delivered for the financial year included carry over projects that were not completed during the prior year.
- 11 The actual program delivered for the financial year included carry over projects that were not completed during the prior year.
- 12 Works completed for 2020/21 included a carry over project for the caravan park improvement program (\$1.08M) which was not included in the original budget.
- 13 The main variance relates to community planning projects that are yet to commence or have not yet been completed of \$177K.

NOTE 2 COUNCIL RESULTS BY PROGRAM

2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs:

1 - Economic development and tourism

To promote economic growth through the retention and development of agriculture and business, and the development and promotion of tourism.

2 - Leadership

To provide Loddon Shire with strategic direction, representation and advocacy to promote good government, realisation of opportunities and to build confidence, pride and unity within the community.

3 - Works and infrastructure

Infrastructure to be provided in an efficient manner that meets the needs of the community.

4 - Good management

Ensure best practice management of human, physical and financial resources.

5 - Environment

To promote and enhance the natural and built environment for the enjoyment of future generations.

6 - Community services and recreation

To enhance the quality of life of all ages through the provision of community services and support of community organisations.

2021

	Income \$	Expenses \$	Surplus / (Deficit) \$	Grants included in income \$	Total assets \$
Economic development and tourism	761,287	1,436,970	(675,683)	112,709	5,923,551
Leadership	1,095,213	4,408,989	(3,313,776)	1,092,908	39,081,333
Works and infrastructure	8,709,289	6,139,035	2,570,254	7,879,855	298,998,293
Good management	17,005,296	14,253,502	2,751,794	6,222,261	6,005,886
Environment	2,329,926	1,761,854	568,072	330,543	13,071,158
Community services and recreation	6,048,704	5,198,875	849,829	5,353,090	35,269,173
Total	35,949,715	33,199,225	2,750,490	20,991,366	398,349,394

2020

	Income \$	Expenses \$	Surplus / (Deficit) \$	Grants included in income \$	Total assets \$
Economic development and tourism	682,749	1,362,084	(679,335)	49,000	4,699,972
Leadership	389,519	1,623,623	(1,234,104)	321,892	31,409,290
Works and infrastructure	4,652,758	14,765,252	(10,112,494)	3,524,252	305,499,922
Good management	19,324,128	4,564,842	14,759,286	9,169,589	6,385,317
Environment	1,868,248	2,025,854	(157,606)	124,057	13,882,135
Community services and recreation	3,363,307	6,588,796	(3,225,489)	2,585,334	36,333,603
Total	30,280,709	30,930,451	(649,742)	15,774,123	398,210,239

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

3.1 Rates and charges

Council uses Capital Improved Value (C.I.V.) as the basis of valuation of all properties within the municipal district. The C.I.V. of a property includes the value of the land and all improvements on the land.

The valuation base used to calculate general rates for 2020/21 was \$2,390,287,700. The valuation base used in 2019/20 was \$2,258,890,400.

	2021 \$	2020 \$
General rates	2,506,891	2,407,703
Rural production rates	6,074,324	5,963,864
Municipal charges	1,276,081	1,238,037
Kerbside recycling charges	432,071	372,372
Garbage charges	1,203,059	1,034,163
Interest on rates and charges	28,834	31,632
Total rates and garbage charges	11,521,260	11,047,771

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation was first applied in the rating year commencing 1 July 2020.

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

3.2 Statutory fees and fines

	2021 \$	2020 \$
Statutory fees and fines		
Rates and property	12,932	10,105
Risk management	6,282	3,552
Building regulation	83,229	84,644
Local laws and animal management	83,622	73,038
Public health	60,460	48,110
Corporate governance	-	314
Strategic and statutory planning	176,532	242,574
Total statutory fees and fines	423,057	462,337

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

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Continued)**3.3 User fees**

	2021 \$	2020 \$
User fees		
Economic development	-	15,000
Caravan parks	552,685	417,328
Loddon Discovery Tours	7,389	-
Tourism	3,564	12,214
Aged care services	507,726	488,143
Emergency management	11,202	20,825
Preschools	19,062	68,816
Financial services	1,076	2,229
Human resources and development	41,221	937
Risk management	2,188	-
Council engineering and technical services	52,619	70,271
Building regulation	3,593	-
Local laws and animal management	2,112	-
Building and property management	65,302	56,108
Gravel pits	173,488	240,700
Parks and townships	13,838	-
Waterways management	-	14,843
Waste management	190,765	91,530
Other	6,597	3,349
Rent received		
Elderly persons units	55,941	61,898
Economic development	35,220	43,091
Total user fees	1,745,588	1,607,282
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	1,745,588	1,607,282
Total user fees	1,745,588	1,607,282

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

	2021 \$	2020 \$
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	11,787,331	11,443,924
State funded grants	9,204,035	4,330,199
Total grants received	20,991,366	15,774,123

	2021 \$	2020 \$
(a) Operating grants		
Recurrent - Commonwealth Government:		
Financial Assistance Grant - general purpose grant	5,666,426	5,261,324
Financial Assistance Grant - local roads	3,733,180	3,794,873
Total operating Commonwealth Government grants	9,399,606	9,056,197

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Continued)**3.4 Funding from other levels of government (continued)**

	2021 \$	2020 \$
Recurrent - State Government:		
Aged care services	857,189	909,385
Preschools	477,417	496,552
Early years	74,607	43,306
Rates and property	44,595	43,721
Youth	24,500	24,500
Maternal and child health	262,045	243,870
Seniors	51,453	-
Roads	75,000	75,000
Other	31,152	11,010
Non recurrent - State Government:		
Aged services	82,434	30,000
Waste management	8,280	44,192
Human resources and development	147,000	1,500
Administration and management	1,092,908	321,892
Community support	155,370	119,764
Preschools	113,164	22,752
Economic development	-	40,000
Grants and community planning	50,000	22,061
Early years	153,635	116,224
Emergency management	75,000	-
Project and contract management	564,500	-
Local laws and animal management	250,000	-
Municipal health and wellbeing	-	117,103
Other	22,001	9,000
Total operating State Government grants	4,612,250	2,691,832
Total operating grants	14,011,856	11,748,029
(b) Capital grants		
Recurrent - Commonwealth Government:		
Roads to Recovery	2,387,725	2,387,727
Total capital Commonwealth Government grants	2,387,725	2,387,727
Recurrent - State Government:		
Caravan parks	90,710	-
Waste management	50,000	-
Non recurrent - State Government:		
Grants and community planning	-	194,561
Information technology	98,470	-
Project and contract management	4,095,725	1,136,524
Rural access	-	42,283
Waste management	256,880	-
Waterways management	-	264,999
Total capital State Government grants	4,591,785	1,638,367
Total capital grants	6,979,510	4,026,094

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Continued)**3.4 Funding from other levels of government (continued)****(c) Unspent grants received on condition that they be spent in a specific manner**

	2021 \$	2020 \$
Operating		
Balance at start of year	6,722,845	6,158,203
Received during the financial year and remained unspent at balance date	5,809,742	5,355,843
Received in prior years and spent during the financial year	(5,181,820)	(4,791,201)
Balance at year end	7,350,767	6,722,845
Capital		
Balance at start of year	1,286,702	2,529,985
Received during the financial year and remained unspent at balance date	3,561,471	918,381
Received in prior years and spent during the financial year	(1,338,536)	(2,161,664)
Balance at year end	3,509,637	1,286,702

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

	2021 \$	2020 \$
Contributions - operating - monetary	70,000	1,165
Contributions - capital - monetary	11,375	20,000
Total contributions	81,375	21,165

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

3.6 Reimbursements and subsidies

	2021 \$	2020 \$
Council administration	47,925	45,556
Swimming pools	11,300	-
Risk management	41,998	104,806
Plant and fleet	140,970	138,477
Department of Transport routine maintenance contract	563,516	587,516
Other	-	9,494
Total reimbursements and subsidies	805,709	885,849

Reimbursements and subsidies are recognised as revenue when the service has been provided or Council has otherwise earned the income.

3.7 Net gain (or loss) on disposal of property, infrastructure, plant and equipment

	2021 \$	2020 \$
Proceeds from sale	1,046,295	313,894
Written down value of assets disposed	(957,662)	(284,005)
Total net gain (or loss) on disposal of property, infrastructure, plant and equipment	88,633	29,889

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

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (Continued)**3.8 Interest received**

	2021 \$	2020 \$
Interest on investments	250,628	410,516
Rates interest	28,834	31,632
Total interest received	279,462	442,148

3.9 Other income

	2021 \$	2020 \$
Reversal of impairment of assets	32	103
Total other income	32	103

NOTE 4 THE COST OF DELIVERING SERVICES**4.1 (a) Employee costs**

	2021 \$	2020 \$
Salaries and wages	11,114,023	9,455,460
Annual leave and long service leave	915,838	979,870
Superannuation	1,116,829	983,370
Fringe benefits	57,163	108,089
Workcover	312,388	207,920
Total employee costs	13,516,241	11,734,709

(b) Superannuation

Council made contributions to the following funds:

	2021 \$	2020 \$
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	71,017	69,522
Total defined benefit fund	71,017	69,522

Employer contributions payable at reporting date is NIL.

	2021 \$	2020 \$
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	539,760	521,537
Employer contributions - other funds	506,052	392,311
Total accumulated funds	1,045,812	913,848

Employer contributions payable at reporting date is NIL.

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

4.2 Materials and services

	2021 \$	2020 \$
Major contracts		
Caravan parks	173,291	140,807
Swimming pools	238,482	255,915
Building and property maintenance	150,378	125,180
Waste management operations	1,009,321	1,006,024
Other contracts	12,231	-
Valuations	15,126	24,963
Other materials and services		
Cleaning	3,962	21,052
Insurance	474,203	478,697
Administration and management	490,470	124,705
Economic development	106,075	127,029
Council administration	193,653	144,398
Library services	206,563	206,312
Media	38,567	43,794
Caravan parks	138,740	174,184
Tourism	70,218	61,678

NOTE 4 THE COST OF DELIVERING SERVICES (Continued)**4.2 Materials and services (continued)**

	2021 \$	2020 \$
Aged care services	229,864	155,756
Elderly persons units	29,206	20,357
Seniors	13,006	78,335
Community support	310,485	672,348
Grants and community planning	686,456	314,256
Municipal health and wellbeing	52,851	44,061
Swimming pools	100,949	148,479
Early years	41,980	64,332
Preschools	79,995	100,406
Corporate governance	92,514	71,915
Financial services	44,536	85,448
Customer service	50,419	35,702
Information technology	87,059	85,873
Human resources and management	165,432	163,580
Risk management	77,025	15,641
Council engineering and technical services	128,595	169,407
Project and contract management	74,759	-
Building regulation	13,147	19,928
Local laws and animal management	200,968	12,743
Public health	61,256	9,593
Building and property maintenance	256,191	249,022
Plant and fleet	1,044,234	1,259,746
Gravel pits	(6,782)	46,038
Parks and townships	158,956	141,642
Roads	307,433	564,907
Department of Transport routine maintenance contract	41,930	53,238
Waste management	423,367	298,844
Waterways management	26,900	19,111
Software	728,095	514,929
Utilities	491,984	575,497
Other	81,660	61,498
Total materials and services	9,415,750	8,987,370

4.3 Depreciation

	2021 \$	2020 \$
Roads	6,479,294	6,625,748
Buildings	1,504,207	1,245,171
Plant and equipment	932,651	976,570
Bridges	391,248	400,051
Urban drains	212,151	210,708
Furniture and equipment	131,077	130,099
Footpaths	158,342	157,482
Kerb and channel	97,374	97,768
Landfills	25,640	25,655
Street furniture	26,685	27,779
Quarries	1,225	1,313
Total depreciation	9,959,894	9,898,344

Refer to Note 5.2 (c) and 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

NOTE 4 THE COST OF DELIVERING SERVICES (Continued)**4.4 Bad and doubtful debts**

	2021	2020
	\$	\$
Rates debtors	1,189	2,338
Sundry debtors	1,702	6,917
Total bad debts expense	2,891	9,255

Movement in provisions for doubtful debts

	2021	2020
	\$	\$
Balance at beginning of the year	127,248	118,887
New provisions recognised during the year	8,090	9,639
Amounts already provided for and written off as uncollectible	(8,001)	(894)
Amounts provided for but recovered during the year	(4,809)	(384)
Balance at end of year	122,528	127,248

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.5 Other expenses

	2021	2020
	\$	\$
Councillors' emoluments	228,869	220,814
Internal audit remuneration	34,980	40,127
External audit remuneration - VAGO - Audit of the financial statements, performance statement and grant acquittals	40,600	39,800
Impairment of interest free loans	-	32
Total other expenses	304,449	300,773

NOTE 5 OUR FINANCIAL POSITION**5.1 Financial assets****(a) Cash and cash equivalents**

	2021	2020
	\$	\$
Cash on hand	2,578	3,900
Cash at bank (CEO's advance account)	4,000	4,000
Cash at bank (general account)	14,255,811	4,135,428
Cash at bank (trust account)	-	183,118
Term deposits (less than 90 days)	6,000,000	4,000,000
Cash and cash equivalents	20,262,389	8,326,446

(b) Other financial assets

	2021	2020
	\$	\$
Term deposits (current)	17,000,000	22,000,000
Cash at bank (trust account)	183,417	-
Term deposits (non-current)	-	-
Total other financial assets	17,183,417	22,000,000

Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

	2021	2020
	\$	\$
Restricted funds		
Trust funds (Note 5.3)	365,171	356,380
Total restricted funds	365,171	356,380
Total unrestricted cash and cash equivalents	16,818,246	21,643,620

Intended allocations

Although not externally restricted the intended allocations above have been allocated for specific future purposes by Council.

	2021	2020
	\$	\$
Unspent grants (refer to Note 9.1)	10,860,404	8,009,547
Long service leave (refer to Note 5.4)	2,032,984	1,866,223
Total restricted and intended allocation funds	12,893,388	9,875,770

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

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

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.1 Financial assets (continued)****(c) Trade and other receivables**

	2021	2020
	\$	\$
Current		
<i>Statutory receivables</i>		
Rates debtors	253,965	275,553
LESS provision for doubtful debts	(22,405)	(19,800)
	231,560	255,753
<i>Non statutory receivables</i>		
Sundry debtors	815,776	547,667
Other debtors	107,524	110,237
LESS provision for doubtful debts	(100,123)	(107,448)
Net receivable GST	296,007	(1)
Loans and advances to community organisations	-	1,200
	1,119,184	551,655
Total current	1,350,744	807,408
Non-current		
<i>Non statutory receivables</i>		
Loans and advances to community organisations	-	1,168
Total non-current	-	1,168
Total trade and other receivables	1,350,744	808,576

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using effective interest rate method.

(i) Ageing of receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

	2021	2020
	\$	\$
Current (not yet due)	606,678	86,196
Past due by up to 30 days	91,836	10,474
Past due between 31 and 180 days	102,426	7,850
Past due between 181 and 365 days	14,836	444,346
Past due over 365 days	107,524	2,789
Total trade and other receivables	923,300	551,655

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.1 Financial assets (continued)****(c) Trade and other receivables (continued)****(ii) Ageing of individually impaired receivables**

At balance date, other debtors representing financial assets with a nominal value of \$100,123 (2020: \$107,448) were impaired. The amount of the provision raised against these debtors was \$100,123 (2020: \$107,448). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

	2021 \$	2020 \$
Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	100,123	107,448
Past due by more than 1 year	-	-
Total trade and other receivables	100,123	107,448

5.2 Non-financial assets**(a) Inventories**

	2021 \$	2020 \$
Inventories held for distribution	24,120	26,782
Inventories held for sale	-	-
Total inventories	24,120	26,782

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

(b) Other assets

	2021 \$	2020 \$
Current		
Accrued income	63,379	161,202
Prepayments	172,267	301,010
Term deposits (original maturity of 90 days or greater)	-	-
Total current	235,646	462,212
Non-current		
Procurement Australia Pty Ltd Shares	100	100
Total non-current	100	100
Total other assets	235,746	462,312

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.2 Non-financial assets (continued)****(c) Intangible assets**

	2021	2020
	\$	\$
Non-current		
Water rights	2,674,570	2,979,650
Total intangible assets	2,674,570	2,979,650

Reconciliation of movements in intangible assets for the reporting period

	2021	2020
	\$	\$
Water rights		
Gross carrying amount at beginning of period	2,979,650	2,702,545
Additional water rights obtained during the period	-	-
Water rights disposed of during the period	-	-
Revaluation increment / (decrement)	(305,080)	277,105
Depreciation & amortisation	-	-
Gross carrying amount at end of period	2,674,570	2,979,650

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life.

Water rights are revalued at 30 June 2021 to the published water trade market rate applying at that date.

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.3 Payables****(a) Trade and other payables**

	2021 \$	2020 \$
Trade payables	1,137,128	(245)
Accrued wages and salaries	300,976	291,310
Accrued expenses	33,889	343,131
Total trade and other payables	1,471,993	634,196

(b) Trust funds and deposits

	2021 \$	2020 \$
Contract retentions	71,837	66,443
Fire services property levy	75,378	67,970
Building deposits	32,340	37,340
Unclaimed monies	1,223	533
Other refundable deposits:		
St Andrews church repair fund	976	976
Wedderburn Pre-school investment	183,417	183,118
Total trust funds and deposits	365,171	356,380

(c) Unearned income

	2021 \$	2020 \$
Grants received in advance - operating	-	-
Grants received in advance - capital	2,976,276	705,000
Total unearned income	2,976,276	705,000

Amounts received as deposits and retention amounts controlled by council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items**Contract retentions**

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 contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with council's contractual obligations.

Fire Services Property 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.

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.3 Payables (continued)****Purpose and nature of items*****Building deposits***

Under the provisions of the Building Act 1993, Council may issue a Building Permit subject to a condition that the applicant must deposit with the Council a bond, for an amount determined in accordance with the regulations, to secure the complete and satisfactory carrying out of the work authorised by the Building Permit.

St Andrews church repair fund

These funds were held by a Section 86 committee which was disbanded in 2012. The funds were returned to Council to use for repairs to the building.

Wedderburn Pre-school investment

Council is holding funds on behalf of the Wedderburn Pre-school. These funds are invested by Council according to the instructions of the pre-school.

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.4 Provisions****2021**

	Annual leave	Long service leave	RDOs	Landfill rehabilitation	Gravel pit rehabilitation	Total
Balance at beginning of the financial year	915,385	1,866,223	114,069	1,347,799	94,972	4,338,448
Additional provisions	970,519	316,396	602,529	(258,472)	(8,944)	1,622,028
Amounts used	(766,202)	(149,635)	(591,094)	-	-	(1,506,931)
Variation in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	-	-	-	-
Balance at the end of the financial year	1,119,702	2,032,984	125,504	1,089,327	86,028	4,453,545

2020

	Annual leave	Long service leave	RDOs	Landfill rehabilitation	Gravel pit rehabilitation	Total
Balance at beginning of the financial year	864,146	1,796,636	128,088	1,347,842	73,113	4,209,825
Additional provisions	818,831	281,865	513,984	(43)	21,859	1,636,496
Amounts used	(767,592)	(212,278)	(528,003)	-	-	(1,507,873)
Variation in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	-	-	-	-
Balance at the end of the financial year	915,385	1,866,223	114,069	1,347,799	94,972	4,338,448

(a) Employee provisions

	2021 \$	2020 \$
Current provisions expected to be wholly settled within 12 months		
Annual leave	895,762	732,308
Long service leave	213,358	197,640
RDOs	125,504	114,069
Total	1,234,624	1,044,017
Current provisions expected to be wholly settled after 12 months		
Annual leave	223,940	183,077
Long service leave	1,427,854	1,322,665
Total	1,651,794	1,505,742
Total current employee provisions	2,886,418	2,549,759
Non-current		
Long service leave	391,772	345,918
Total non-current employee provisions	391,772	345,918
Aggregate carrying amount of employee provisions		
Current	2,886,418	2,549,759
Non-current	391,772	345,918
Total aggregate amount of employee provisions	3,278,190	2,895,677

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.4 Provisions (continued)****(a) Employee provisions (continued)**

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

Wages and salaries and annual leave

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

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

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:	2021	2020
Weighted average increase in employee costs	3.57%	3.44%
Weighted average discount rates	0.67%	0.64%
Weighted average settlement period	21 months	21 months

(b) Landfill restoration

	2021	2020
	\$	\$
Current	54,466	72,676
Non-current	1,034,861	1,275,123
Total landfill restoration	1,089,327	1,347,799

Council is obligated to restore landfill sites to a particular standard. The forecast life of the sites are 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 costs of works to be undertaken. The expected cost of works have been estimated based on the current understanding of work required to reinstate the site to a suitable standard and budgeted costs for that work. Accordingly, the estimation of a provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:	2021	2020
Weighted average increase in costs	1.62%	2.56%
Weighted average discount rates	0.70%	0.72%
Weighted average settlement period	16 years	16 years

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.4 Provisions (continued)****(c) Gravel pit rehabilitation**

	2021 \$	2020 \$
Current	-	-
Non-current	86,028	94,972
Total	86,028	94,972

Council is obligated to restore gravel pit sites 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 gravel pit 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 and budgeted costs for that work. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

	2021	2020
Weighted average increase in costs	1.62%	2.56%
Weighted average discount rates	0.83%	0.83%
Weighted average settlement period	18 years	18 years

5.5 Financing arrangements

	2021 \$	2020 \$
Bank overdraft - National Australia Bank	-	500,000
Bank overdraft - Westpac	500,000	500,000
Credit card facilities	100,000	100,000
Total facilities	600,000	1,100,000
Used facilities	-	-
Unused facilities	600,000	1,100,000

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.6 Commitments**

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021

	Not later than 1 year \$	Later than 1 year and not later than 2 years \$	Later than 2 years and not later than 5 years \$	Later than 5 years \$	Total \$
Operating					
Environment services	973,285	972,385	2,917,155	1,974,770	6,837,595
Insurance services	509,171	-	-	-	509,171
Workcover	162,437	-	-	-	162,437
Library corporation	218,018	-	-	-	218,018
Internal audit	26,000	26,000	26,000	-	78,000
Bridgewater change rooms	234,415	-	-	-	234,415
Other minor orders committed	55,544	-	-	-	55,544
Operating commitments for expenditure	2,178,870	998,385	2,943,155	1,974,770	8,095,180
Capital					
Laanecoorie Newbridge Road works	784,302	-	-	-	784,302
Donaldson Park planning	125,180	-	-	-	125,180
Baileys Road works	838,794	-	-	-	838,794
Wedderburn - High Street works	90,681	-	-	-	90,681
Lake View and Andrews Street works	189,963	-	-	-	189,963
Godfrey Street works	220,000	-	-	-	220,000
Contract 488 - various works	520,300	-	-	-	520,300
Capital commitments for expenditure	2,769,220	-	-	-	2,769,220
Total commitments for expenditure	4,948,090	998,385	2,943,155	1,974,770	10,864,400

2020

	Not later than 1 year \$	Later than 1 year and not later than 2 years \$	Later than 2 years and not later than 5 years \$	Later than 5 years \$	Total \$
Operating					
Environment services	728,889	-	-	-	728,889
Insurance services	496,824	-	-	-	496,824
Caravan park operations	165,234	109,210	111,394	-	385,838
Workcover	354,689	-	-	-	354,689
Library corporation	216,502	-	-	-	216,502
Swimming pool services	280,000	-	-	-	280,000
Internal audit	23,400	26,000	52,000	-	101,400
Other minor orders committed	38,900	-	-	-	38,900
Operating commitments for expenditure	2,304,438	135,210	163,394	-	2,603,042
Capital					
Inglewood dam project	678,549	-	-	-	678,549
Purchase caravan parks	778,322	-	-	-	778,322
Sloans bridge works	501,340	-	-	-	501,340
Capital commitments for expenditure	1,958,211	-	-	-	1,958,211
Total commitments for expenditure	4,262,649	135,210	163,394	-	4,561,253

NOTE 5 OUR FINANCIAL POSITION (Continued)

5.7 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- the contract involves the use of an identified asset;
- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has concessionary leases covering crown land parcels as outlined below:

- caravan parks at Wedderburn, Bridgewater, Boort and Pyramid Hill
- office space at Serpentine
- various other community recreation and hall / centre facilities.

There is no cost for the lease of these properties, however Council is responsible for all maintenance, utility and relevant insurance costs associated with the land. No lease term has been determined for the properties outlined.

NOTE 5 OUR FINANCIAL POSITION (Continued)**5.7 Leases (continued)**

Right of use assets	Property	Vehicles	Other	Total
	\$	\$	\$	\$
Balance as at 1 July 2020	-	-	-	-
Additions	-	-	-	-
Amortisation charge	-	-	-	-
Balance as at 30 June 2021	-	-	-	-

	2021	2020
	\$	\$
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows	-	-
Less than one year	-	-
One to five years	-	-
More than five years	-	-
Total undiscounted lease liabilities as at 30 June	-	-
Lease liabilities included in the Balance Sheet as at 30 June		
Current	-	-
Non-current	-	-
Total lease liabilities	-	-

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2021	2020
	\$	\$
Expenses relating to:		
Short-term leases	-	-
Leases of low value assets	27,237	26,090
Total	27,237	26,090

Non-cancellable lease commitments - Short-term and low-value leases

	2021	2020
	\$	\$
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Payable:		
Within one year	5,780	5,218
Later than 1 year but no later than 5 years	21,457	20,872
Total lease commitments	27,237	26,090

NOTE 6 ASSETS WE MANAGE**6.1 Non current assets classified as held for sale**

	2021 \$	2020 \$
Non current		
Land at valuation	230,864	559,664
LESS selling costs	(8,080)	(19,588)
Total non current assets held for sale	222,784	540,076

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs to 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.

NOTE 6 ASSETS WE MANAGE (Continued)**6.2 Property, infrastructure, plant and equipment****Summary of property, infrastructure, plant and equipment**

	At fair value 30 June 2020 \$	Additions \$	Revaluation / transfers \$	Depreciation \$	Disposals \$	At fair value 30 June 2021 \$
Land	10,016,262	-	328,800	-	(608,800)	9,736,262
Buildings	49,026,024	433,496	44,846	(1,504,207)	(13,000)	47,987,159
Plant and equipment	7,374,997	1,459,703	-	(1,063,728)	(335,862)	7,435,109
Infrastructure	295,510,384	5,656,366	(5,234,837)	(7,391,959)	-	288,539,953
Work in progress	863,394	1,905,907	(356,843)	-	-	2,412,458
Total	362,791,061	9,455,472	(5,218,034)	(9,959,894)	(957,662)	356,110,941

Summary of work in progress

	Opening WIP \$	Additions \$	Transfers \$	Write-off \$	Closing WIP \$
Buildings	398,577	1,178,769	(44,846)	-	1,532,500
Infrastructure	464,817	727,138	(311,997)	-	879,958
Total	863,394	1,905,907	(356,843)	-	2,412,458

(a) Property

	Land	Buildings - specialised	Work in progress	Total land and buildings
Land and Buildings				
At fair value 1 July 2020	10,016,262	89,176,755	398,577	99,591,594
Accumulated depreciation at 1 July 2020	-	(40,150,731)	-	(40,150,731)
	10,016,262	49,026,024	398,577	59,440,863
Movements in fair value				
Additions	-	433,496	1,178,769	1,612,265
Contributions	-	-	-	-
Revaluation	-	-	-	-
Disposal	(608,800)	(13,000)	-	(621,800)
Impairment losses recognised in operating result	-	-	-	-
	(608,800)	420,496	1,178,769	990,465
Movements in accumulated depreciation				
Depreciation and amortisation	-	(1,504,207)	-	(1,504,207)
Revaluation	-	-	-	-
Accumulated depreciation of disposals	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-
Transfers	328,800	44,846	(44,846)	328,800
	328,800	(1,459,361)	(44,846)	(1,175,407)
At fair value 30 June 2021	9,736,263	89,597,251	1,532,500	100,582,059
Accumulated depreciation at 30 June 2021	-	(41,610,092)	-	(41,326,138)
Total	9,736,263	47,987,159	1,532,500	59,255,921

NOTE 6 ASSETS WE MANAGE (Continued)**6.2 Property, infrastructure, plant and equipment (continued)****(b) Plant and equipment**

Plant and equipment	Plant machinery and equipment	Fixtures fittings and furniture	Total plant and equipment
At fair value 1 July 2020	13,505,192	1,777,281	15,282,473
Accumulated depreciation at 1 July 2020	(6,690,231)	(1,217,245)	(7,907,476)
	6,814,961	560,036	7,374,997
Movements in fair value			
Additions	1,344,845	114,858	1,459,703
Contributions	-	-	-
Revaluation	-	-	-
Disposal	(1,122,739)	-	(1,122,739)
Impairment losses recognised in operating result	-	-	-
	222,106	114,858	336,964
Movements in accumulated depreciation			
Depreciation and amortisation	(932,651)	(131,077)	(1,063,728)
Accumulated depreciation of disposals	786,877	-	786,877
Impairment losses recognised in operating result	-	-	-
Transfers	-	-	-
	(145,774)	(131,077)	(276,851)
At fair value 30 June 2021	13,727,298	1,892,139	15,619,437
Accumulated depreciation at 30 June 2021	(6,836,005)	(1,348,322)	(8,184,327)
Total	6,891,293	543,817	7,435,109

NOTE 6 ASSETS WE MANAGE (Continued)**6.2 Property, infrastructure, plant and equipment (continued)****(c) Infrastructure**

Infrastructure	Roads	Bridges	Footpaths and cycleways	Kerb and channel	Drainage
At fair value 1 July 2020	379,532,138	39,505,533	7,423,240	5,859,944	15,869,788
Accumulated depreciation at 1 July 2020	(121,151,949)	(19,794,443)	(2,045,870)	(2,258,151)	(8,302,544)
	258,380,189	19,711,090	5,377,370	3,601,793	7,567,244
Movements in fair value					
Additions	3,770,911	1,102,159	562,886	-	202,930
Revaluation	(13,970,648)	(2,008,360)	(522,935)	36,291	(241,805)
	(10,199,737)	(906,201)	39,951	36,291	(38,875)
Movements in accumulated depreciation					
Depreciation and amortisation	(6,479,294)	(391,248)	(158,342)	(97,374)	(212,151)
Revaluation (increments)/decrements	9,506,218	1,210,135	214,313	83,185	155,285
Accumulated depreciation of disposals	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	164,425	-	-	-	147,572
	3,191,349	818,887	55,971	(14,189)	90,706
At fair value 30 June 2021	369,332,401	38,599,332	7,463,191	5,896,235	15,978,485
Accumulated depreciation at 30 June 2021	(117,960,600)	(18,975,556)	(1,989,899)	(2,272,340)	(8,359,410)
	251,371,801	19,623,776	5,473,292	3,623,895	7,619,075

Infrastructure (continued)	Quarries	Street Furniture	Landfills	Work In Progress	Total Infrastructure
At fair value 1 July 2020	58,507	676,763	1,994,306	464,817	451,385,037
Accumulated depreciation at 1 July 2020	(27,109)	(190,678)	(1,639,091)	-	(155,409,835)
	31,398	486,085	355,215	464,817	295,975,202
Movements in fair value					
Additions	-	17,480	-	727,138	6,383,504
Revaluation	-	(44,453)	-	-	(16,751,910)
	-	(26,973)	-	727,138	(10,368,406)
Movements in accumulated depreciation					
Depreciation and amortisation	(1,225)	(26,685)	(25,640)	-	(7,391,959)
Revaluation (increments)/decrements	-	35,938	-	-	11,205,074
Accumulated depreciation of disposals	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	-	-	-	(311,997)	-
	(1,225)	9,253	(25,640)	(311,997)	3,813,115
At fair value 30 June 2021	58,507	649,790	1,994,306	879,958	440,852,206
Accumulated depreciation at 30 June 2021	(28,334)	(181,425)	(1,664,731)	-	(151,432,295)
	30,173	468,365	329,575	879,958	289,419,911

NOTE 6 ASSETS WE MANAGE (Continued)**6.2 Property, infrastructure, plant and equipment (continued)****Acquisition**

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

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

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

Asset recognition thresholds and depreciation periods

	Depreciation period Years	Threshold limit \$
Property		
land	-	3,000
leasehold improvements	10 to 30	3,000
Buildings		
buildings	50 to 100	3,000
building and leasehold improvements	10 to 30	3,000
Plant and equipment		
plant, machinery, minor plant and equipment	5 to 30	3,000
motor vehicles	9 to 10	3,000
fixtures fittings and furniture	10 to 100	3,000
computers and telecommunications	3	3,000
Infrastructure		
road seals	13 to 26	3,000
road pavements - sealed	80	3,000
road pavements - unsealed	30	3,000
road formation and earthworks	-	3,000
road kerb, channel and minor culverts	60	3,000
bridges deck and substructure	80 to 100	3,000
footpaths and cycle ways	15 to 50	3,000
drainage	50 to 80	3,000
recreational, leisure and community facilities	50 to 80	3,000
waste management assets	20	3,000
parks, open space and streetscapes	15 to 50	3,000
off street car parks	80	3,000
aerodromes	30 to 80	3,000
Intangible assets - water rights	-	3,000

Land under roads

Council recognises land under roads it controls at fair value.

NOTE 6 ASSETS WE MANAGE (Continued)

6.2 Property, infrastructure, plant and equipment (continued)

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and methods are reviewed 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.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date Council has no leasehold improvements.

Valuation of land and buildings

The valuation of land and buildings was undertaken by LG Valuation Services a qualified independent valuation firm. 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. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobe (undeveloped and / or unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

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

The date of the current valuation is detailed in the following table. A full revaluation of these was conducted in 2019/20, this valuation was based on land values and market sales.

NOTE 6 ASSETS WE MANAGE (Continued)**6.2 Property, infrastructure, plant and equipment (continued)****Valuation of land and buildings (continued)**

Council values all land and building assets every two years. The next full revaluation is due on 30 June 2022. Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level 2	Level 3	Date of valuation
Land	-	1,284,878	8,451,385	30/6/2020
Specialised land	-	-	-	30/6/2020
Buildings	-	-	-	30/6/2020
Specialised buildings	-	3,829,317	85,812,779	30/6/2020
Work in progress	-	-	1,532,500	30/6/2021
TOTAL	-	5,114,195	95,796,664	

Valuation of infrastructure

A valuation of Council's infrastructure assets was performed by David Southcombe, Manager Assets and Infrastructure of the Loddon Shire Council, as at 30 June 2021.

There were no changes in valuation techniques throughout the period to 30 June 2021.

For all assets measured at fair value, the current use is considered the highest and best use.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year. This valuation was based on current unit rates and sample analysis of condition ratings. Full revaluation of all assets are coordinated on a cyclic timeframe.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Date of valuation
Unsealed roads formation	-	-	15,411,233	30/6/2021
Unsealed roads pavement	-	-	62,765,366	30/6/2021
Road seal	-	-	18,472,749	30/6/2021
Sealed roads pavement	-	-	247,545,129	30/6/2021
Sealed road formation	-	-	9,927,712	30/6/2021
Footpaths	-	-	7,463,191	30/6/2021
Culverts	-	-	15,210,213	30/6/2021
Bridges	-	-	38,599,332	30/6/2021
Kerb and channel	-	-	5,896,235	30/6/2021
Urban drains	-	-	15,978,485	30/6/2021
Street furniture	-	-	649,790	30/6/2021
Landfills	-	-	1,994,306	30/6/2021
Quarries	-	-	58,507	30/6/2021
Work in progress	-	-	879,958	30/6/2021
TOTAL	-	-	440,852,206	

NOTE 6 ASSETS WE MANAGE (Continued)

6.2 Property, infrastructure, plant and equipment (continued)

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 between 5% and 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 \$0 and \$138 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 cost is calculated on a square metre basis and ranges from \$45 to \$3,700 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year 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 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 2 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

	2021 \$	2020 \$
Land under roads	-	-
Parks and reserves	-	-
TOTAL	-	-

NOTE 6 ASSETS WE MANAGE (Continued)**6.3 Investments in associates, joint arrangements and subsidiaries****Investments in associates**

Investments in associates accounted for by the equity method are:

North Central Goldfields Regional Library Corporation

The Council is a member of the North Central Goldfields Regional Library Corporation. At 30 June 2021 Council's equity was \$142,121. At 30 June 2020 Council's equity in the corporation was \$275,336.

Loddon has a 4.89 per cent share of the net assets, and this is calculated on the same ratio as Council contributes to the operating costs of the service. At 30 June 2020 Council's share of the net assets was 4.96 per cent. Any adjustments required due to the reduction in the share of net assets from 2020 to 2021 is reflected as Variation Account - Change in Equity in the following schedules.

	2021 \$	2020 \$
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	90,566	82,425
Reported surplus/(deficit) for year	13,233	10,042
Variation account - change in equity	5,965	(1,901)
Council's share of accumulated surplus/(deficit) at end of year	109,764	90,566
Council's share of reserves		
Council's share of reserves at start of year	184,771	187,148
Variation account - change in equity	(9,851)	(2,377)
Council's share of reserves at end of year	174,920	184,771
Movement in carrying value of share in library		
Carrying value of investment at start of year	275,336	269,572
Share of surplus/(deficit) for the year	13,233	10,042
Variation account - change in equity	(3,886)	(4,278)
Carrying value of investment at end of year	284,683	275,336
Council's share of expenditure commitments		
Operating commitments	7,832	17,792
Capital commitments	-	211
Council's share of expenditure commitments	7,832	18,003
Council's share of contingent liabilities and contingent assets		
Nil	-	-
Council's share of contingent liabilities and contingent assets	-	-

Adjustment to the carrying value of North Central Goldfields Regional Library

	2021 \$	2020 \$
Adjustment to the carrying value of North Central Goldfields Regional Library Corporation	9,347	5,764
Total adjustment to the carrying value of North Central Goldfields Regional Library Corporation	9,347	5,764

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.

NOTE 6 ASSETS WE MANAGE (Continued)

6.3 Investments in associates, joint arrangements and subsidiaries (continued)

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.

For joint operations, Council recognises the right to its share of jointly held assets, liabilities, revenues and expenses of joint operations. Council has no joint arrangements at reporting date.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2021, 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 control 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 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.

Council has no consolidated entities.

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 7 PEOPLE AND RELATIONSHIPS**7.1 Council and key management remuneration****(a) Related parties**

Loddon Shire Council is the parent entity. There are no further interests in subsidiaries and associates.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of Key Management Personnel at any time during the year were:

Councillors:	2021	2020
Cr Cheryl McKinnon (Mayor from July 2020 to November 2020)	1	1
Cr Neil Beattie (Councillor from July 2020 to November 2020, Mayor from November 2020 to June 2021)	1	1
Cr Geoff Curnow (Councillor from July 2020 to November 2020)	1	1
Cr Gavan Holt (Councillor from July 2020 to June 2021)	1	1
Cr Colleen Condliffe (Councillor from July 2020 to November 2020)	1	1
Cr Dan Straub (Councillor from November 2020 to June 2021)	1	-
Cr Wendy Murphy (Councillor from November 2020 to June 2021)	1	-
Cr Linda Jungwirth (Councillor from November 2020 to June 2021)	1	-
Total number of Councillors	8	5

Chief Executive Officer and other Key Management Personnel:

Mr Phil Pinyon (Chief Executive Officer from July 2020 to June 2021)	1	1
Mrs Wendy Gladman (Director Community and Wellbeing July 2020 to June 2021)	1	1
Mrs Sharon Morrison (Director Corporate Services July 2020 to June 2021)	1	1
Mr Steven Phillips (Director Operations July 2020 to June 2021)	1	1
Ms Lynne Habner (Manager Executive and Commercial Services July 2020 to June 2021)	1	1
Mr Allan Bawden (Acting Chief Executive Officer from November 2019 to February 2020)	-	1
Total Key Management Personnel	5	6

(c) Remuneration of Key Management Personnel

Total remuneration of Key Management Personnel was as follows:

	2021	2020
	\$	\$
Short-term benefits	1,141,549	1,087,595
Long-term benefits	17,325	10,311
Post employment benefits	88,051	89,905
TOTAL	1,246,925	1,187,811

NOTE 7 PEOPLE AND RELATIONSHIPS (Continued)**7.1 Council and key management remuneration (continued)****(c) Remuneration of Key Management Personnel (continued)**

The numbers of Key Management Personnel whose total remuneration from Council and any related entities, fall within the following bands:

Income range	2021 number	2020 number
\$0,000 - \$9,999	2	-
\$20,000 - \$29,999	4	2
\$30,000 - \$39,999	1	1
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	-	1
\$70,000 - \$79,999	1	-
\$80,000 - \$89,999	-	1
\$120,000 - \$129,999	1	-
\$130,000 - \$139,999	-	1
\$170,000 - \$179,999	1	2
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	1	-
\$250,000 - \$259,999	-	1
\$310,000 - \$319,999	1	-
	13	11

(d) Senior officer remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- (a) has management responsibilities and reports directly to the Chief Executive Officer; or
- (b) whose total annual remuneration exceeds \$151,000.

Council does not have any staff that fall within this category.

7.2 Related party disclosure**(a) Transactions with related parties**

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with responsible persons or related parties of such responsible persons during the reporting year (Nil in 2019/20).

(b) Outstanding balances with related parties

There are no outstanding balances outstanding at the end of the reporting period in relation to transactions with related parties (Nil in 2019/20).

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by the Council to a responsible person of the Council during the reporting year (Nil in 2019/20).

(d) Commitments to/from related parties

No commitments have been made, guaranteed or secured by Council to a responsible person of the Council during the reporting year (Nil in 2019/20).

NOTE 8 MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

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

(a) Contingent assets

Council has no contingent assets.

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has not paid unfunded liability payments to Vision Super totalling \$Nil (2019/20 \$Nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$Nil.

Landfill

Council operates landfills. Council will have to carry out site rehabilitation works in the future. At balance date Council assesses the financial implications of such works using the estimates provided by relevant Council staff.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each year the participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of the participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

8.2 Change in accounting standards

The following new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

NOTE 8 MANAGING UNCERTAINTIES (Continued)

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes to 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 our financial instruments will fluctuate because of changes in market prices. The Council's exposures 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 repaid the balance of its loan borrowings in 2015/16, thereby reducing the 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 levels of cash and deposits that are at a floating rate.

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 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 has exposure to credit risk on some financial assets included in our balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations.

To help manage this risk:

- Council has a policy for establishing credit limits for the entities council deals with;
- Council may require bank guarantees or security deposits for contracts where appropriate; and
- Council will 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.

NOTE 8 MANAGING UNCERTAINTIES (Continued)

8.3 Financial instruments (continued)

(c) Credit risk (continued)

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Council has no such guarantees in place at 30 June 2021.

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 our 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:

- has historically minimised borrowings in the short to medium term
- reduced its reliance on borrowings with repayment of all borrowings occurring in 2015/16
- has readily accessible standby facilities and other funding arrangements in place
- ensures that surplus funds are invested within various bands of liquid investments
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

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 or agreed terms.

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1.5% and -1.5% in market interest rates (AUD) from year-end rates of 0.40%.

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.

NOTE 8 MANAGING UNCERTAINTIES (Continued)

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.

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

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

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

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

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

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

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

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment and furniture 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 on an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 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.

NOTE 8 MANAGING UNCERTAINTIES (Continued)

8.4 Fair value measurement (continued)

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 fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

NOTE 9 OTHER MATTERS**9.1 Reserves****(a) Asset revaluation reserve****2021**

	Balance at beginning of reporting period \$	Revaluation increment / (decrement) \$	Balance at end of the reporting period \$
Property			
Land	9,096,167	11,507	9,107,674
Buildings	33,682,511	-	33,682,511
	42,778,678	11,507	42,790,185
Infrastructure assets			
Sealed roads	154,235,638	(3,711,721)	150,523,917
Unsealed roads	65,893,905	(752,711)	65,141,194
Footpaths	1,231,885	(308,622)	923,263
Street furniture	94,671	(8,515)	86,156
Kerbs	932,542	119,476	1,052,018
Bridges	10,603,668	(798,224)	9,805,444
Drains	625,554	(86,520)	539,034
Other infrastructure	233,617,863	(5,546,837)	228,071,026
Total tangible assets	276,396,541	(5,535,330)	270,861,211
Intangible assets			
Water rights	2,042,604	(305,080)	1,737,524
Total	278,439,144	(5,840,410)	272,598,734

2020

	Balance at beginning of reporting period \$	Revaluation increment / (decrement) \$	Balance at end of the reporting period \$
Property			
Land	8,612,532	483,635	9,096,167
Buildings	30,700,051	2,982,460	33,682,511
	39,312,583	3,466,095	42,778,678
Infrastructure assets			
Sealed roads	149,664,910	4,570,728	154,235,638
Unsealed roads	61,200,290	4,693,615	65,893,905
Footpaths	1,564,603	(332,718)	1,231,885
Street furniture	65,379	29,292	94,671
Kerbs	873,309	59,233	932,542
Bridges	10,219,647	384,021	10,603,668
Drains	776,454	(150,900)	625,554
Other infrastructure	224,364,592	9,253,271	233,617,863
Total tangible assets	263,677,175	12,719,366	276,396,541
Intangible assets			
Water rights	1,765,499	277,105	2,042,604
Total	265,442,674	12,996,471	278,439,145

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

NOTE 9 OTHER MATTERS (Continued)**9.1 Reserves (continued)****(b) General reserves**

2021

	Balance at beginning of reporting period \$	Transfer from accumulated surplus \$	Transfer to accumulated surplus \$	Balance at end of reporting period \$
Land and buildings reserve	(15,070)	470,344	-	455,274
Boundary and township signage reserve	83,206	16,794	-	100,000
Capital expenditure reserve	6,244,527	4,282,325	(6,244,527)	4,282,325
Caravan park development reserve	49,393	138,680	-	188,073
Community planning reserve	2,007,039	1,857,720	(1,236,039)	2,628,720
Economic development reserve	371,740	100,000	(40,558)	431,182
Fleet replacement reserve	640,954	227,380	(154,866)	713,468
Gravel and sand pit restoration reserve	400,000	-	-	400,000
Heritage loan scheme reserve	100,000	-	-	100,000
Information technology reserve	800,000	185,000	(174,197)	810,803
Little Lake Boort water reserve	24,069	3,535	(10,000)	17,604
Waste management reserve	300,000	-	-	300,000
Major projects reserve	153,996	80,000	-	233,996
Plant replacement reserve	1,486,953	917,741	(830,484)	1,574,210
Professional development reserve	9,619	6,000	-	15,619
Recreation facilities improvement reserve	100,000	-	-	100,000
Swimming pool major projects reserve	150,000	50,000	-	200,000
Unfunded superannuation liability reserve	898,808	301,192	-	1,200,000
Units reserve	60,000	-	-	60,000
Unightly premises enforcement provision reserve	100,000	-	-	100,000
Unspent grants reserve	8,009,547	10,860,404	(8,009,547)	10,860,404
Urban drainage reserve	843,958	125,000	(195,515)	773,443
Total	22,818,739	19,622,115	(16,895,733)	25,545,121

NOTE 9 OTHER MATTERS (Continued)**9.1 Reserves (continued)****(b) General reserves (continued)**

2020

	Balance at beginning of reporting period \$	Transfer from accumulated surplus \$	Transfer to accumulated surplus \$	Balance at end of reporting period \$
Land and buildings reserve	726,889	36,363	(778,322)	(15,070)
Boundary and township signage reserve	-	123,206	(40,000)	83,206
Capital expenditure reserve	3,436,895	6,244,527	(3,436,895)	6,244,527
Caravan park development reserve	361,187	13,206	(325,000)	49,393
Community planning reserve	1,625,220	1,157,039	(775,220)	2,007,039
Economic development reserve	385,410	100,000	(113,670)	371,740
Fleet replacement reserve	523,757	221,834	(104,637)	640,954
Gravel and sand pit restoration reserve	558,192	240,700	(398,892)	400,000
Heritage loan scheme reserve	100,000	-	-	100,000
Information technology reserve	1,115,596	285,000	(600,596)	800,000
Little Lake Boort water reserve	17,069	7,000	-	24,069
Waste management reserve	352,207	35,010	(87,217)	300,000
Major projects reserve	259,796	80,000	(185,800)	153,996
Plant replacement reserve	1,410,711	895,357	(819,115)	1,486,953
Professional development reserve	3,619	6,000	-	9,619
Recreation facilities improvement reserve	100,000	-	-	100,000
Skinnners Flat water reserve	7,535	-	(7,535)	-
Swimming pool major projects reserve	100,000	50,000	-	150,000
Unfunded superannuation liability reserve	797,616	101,192	-	898,808
Units reserve	113,744	14,741	(68,485)	60,000
Unightly premises enforcement provision reserve	100,000	-	-	100,000
Unspent grants reserve	8,688,188	8,009,548	(8,688,189)	8,009,547
Urban drainage reserve	800,598	550,000	(506,640)	843,958
Valuations reserve	123,206	-	(123,206)	-
War memorial reserve	3,000	-	(3,000)	-
Total	21,710,435	18,170,723	(17,062,419)	22,818,739

NOTE 9 OTHER MATTERS (Continued)**9.1 Reserves (continued)****(b) General reserves (continued)****Purpose of general reserves*****Land and buildings reserve***

The land and buildings reserve is used to fund the purchase and improvement of land and buildings. Proceeds received from the sale of Council owned land and buildings are transferred to the reserve.

Boundary and township signage reserve

The Boundary and Township Signage Reserve is used to fund replacement of Council's boundary and township signage. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund the boundary and township signage replacement program, to a maximum reserve level of \$100K. The net cost of boundary and township signage purchases and installation for the year is transferred from the reserve.

Capital expenditure reserve

The capital expenditure reserve is used to set aside funds that have been budgeted for capital works projects in one financial year but will not be expended by the end of that year. Council transfers to the reserve annually the unexpended budget amounts for capital works and other projects that will be undertaken in the following financial year.

Caravan park development reserve

The caravan park development reserve is used to set aside surpluses made from the operations of council's caravan parks to assist with financing major works carried out at those caravan parks. The annual surplus made on the operations of Council's caravan parks is transferred to the reserve annually, and the funds required to finance major works undertaken at Council's caravan parks are transferred from the reserve.

Community planning reserve

The community planning reserve is used to set aside unspent funds for community planning projects. Council transfers to the reserve annually cumulative unspent funds for each ward's community planning projects. Council transfers from the reserve the amount placed into the reserve at the end of the previous financial year.

Economic development reserve

The economic development reserve is used to assist with economic development initiatives that council wishes to financially support. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund economic development initiatives, and proceeds from the sale of industrial land along with the cost of economic development initiatives during the financial year are transferred from the reserve.

Fleet replacement reserve

The fleet replacement reserve is used to fund the replacement of passenger vehicles. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund the fleet replacement program, and transfers from the reserve the net cost of fleet purchases for the year.

Gravel and sand pit (GSP) restoration reserve

The gravel and sand pit (GSP) restoration reserve is used to fund land purchase, development and restoration of gravel and sand pits used by council for the extraction of road building materials. Council transfers from the reserve the cost of purchasing new sites and development and restoration of gravel and sand pits, and transfers to the reserve annual surplus on operations of gravel and sand pits.

Heritage loan scheme reserve

The heritage loan scheme reserve is used to provide loans to owners of properties located in significant heritage precincts, heritage registered buildings or structures of local heritage significance, to enable repair and maintenance of those buildings with the aims of quality appearance and public safety.

NOTE 9 OTHER MATTERS (Continued)

9.1 Reserves (continued)

(b) General reserves (continued)

Purpose of general reserves (continued)

Information technology reserve

The information technology reserve is used to assist with the purchase of information technology assets. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund information technology assets, and transfers from the reserve the net cost of information technology assets.

Little Lake Boort water

The Little Lake Boort water reserve is used to secure the proceeds from sale of temporary water rights relating to Little Lake Boort. Council transfers to the reserve the proceeds from the sale of temporary water rights and unexpended amounts from annual expenditure budget, and transfers from the reserve the amounts required to purchase water rights or for any other expenditure relating to Little Lake Boort.

Waste management reserve

The waste management reserve is used to assist with the cost of strategic projects, compliance and long term planning for Council's landfills and transfer stations. Council transfers to the reserve annually \$10 per kerbside collection levy (or a pro-rated amount for a pro-rated collection). Council transfers from the reserve the cost of strategic projects, compliance and long term planning within Council landfills and transfer stations.

Major projects reserve

The major projects reserve is used to assist with the funding of major projects identified by Council. An annual allocation determined during the budget process as sufficient to fund major projects is transferred to the reserve. When a major project is identified and approved, an amount will be transferred from the reserve to assist with funding the project.

Plant replacement reserve

The plant replacement reserve is used to fund plant purchases. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund the plant replacement program. Council transfers from the reserve the net cost of plant purchases for the year.

Professional development reserve

The professional development reserve is used to fund the professional development undertaken by executive officers of Council. An annual allocation is provided to each executive officer in accordance with their contract of employment, while the cost of the professional development undertaken during the year is transferred from the reserve.

Recreation facilities improvement reserve

The recreation facilities improvement reserve is an allocation of funds used to provide interest free loans to community groups for improvements at council reserves.

Skidders Flat water reserve

The Skidders Flat water reserve is used to fund major repairs and capital works on the Skidders Flat Water Supply. The surplus on operations of the water supply is transferred to the reserve annually and the cost of major repairs and capital works is transferred from the reserve. This reserve was closed in 2020.

Swimming pool major projects reserve

The Swimming Pool Major Projects Reserve is used to fund unplanned major repairs and capital works on the various swimming pool sites across the Shire. Council transfers to the reserve annually an amount determined during the budget process, to a maximum reserve level of \$200K. Council transfers from the reserve the net cost of unplanned major repairs and capital works.

NOTE 9 OTHER MATTERS (Continued)**9.1 Reserves (continued)****(b) General reserves (continued)****Purpose of general reserves (continued)*****Unfunded superannuation liability reserve***

The unfunded superannuation liability reserve is used to assist with funding any call that may be made on council as a result of shortfall in the Local Authorities' Superannuation Defined Benefits Plan. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund potential future calls by the superannuation authority in relation to an unfunded superannuation liability. Council transfers from the reserve any funds required to finance a call made upon Council by the superannuation authority.

Units reserve

The units reserve is used to fund the purchase or improvement of council owned elderly persons' units. The net surplus generated from rental income is transferred to the reserve annually. Funds are transferred out of the reserve to cover the cost of capital works undertaken at elderly persons' units.

Unightly premises enforcement provision reserve

The Unightly Premises Enforcement Provision Reserve is used to provide funds to assist with the enforcement and rectification works on identified unightly premises with costs recouped via legal or other action.

Unspent contributions reserve

The unspent contributions reserve is used to set aside contributions received for a specific purpose in one financial year that will not be expended until a later financial year. Council transfers to the reserve contributions received during the financial year that have not been expended, and transfers from the reserve the amount placed into the reserve at the end of the previous financial year.

Unspent grants reserve

The unspent grants reserve is used to set aside grants received in one financial year that will not be expended until a later financial year. Council transfers to the reserve grants received during the financial year that have not been expended, and transfers from the reserve the amount placed into the reserve at the end of the previous financial year.

Urban drainage reserve

The urban drainage reserve is used to fund urban drainage works in the towns within the Shire. Council transfers to the reserve annually an amount determined during the budget process sufficient to fund the urban drainage program, and transfers from the reserve the annual cost of urban drainage work.

Valuations reserve

The valuations reserve is used to fund the cost of Council's bi-annual valuations for rating purposes. Council transfers to the reserve the net surplus of valuations in the years that Council is paid for the provision of its data to state government authorities, and amounts determined during the budget process sufficient to fund the bi-annual revaluation process. Council transfers from the reserve the net cost of the revaluation process. This reserve was closed in 2020.

War memorial restoration reserve

The war memorial restoration reserve is used to fund the cost of maintaining and renewing war memorials across the Shire. Council transfers to the reserve annually an amount determined during the budget process as sufficient to fund the war memorial program, and transfers the cost of works to war memorials from the reserve. This reserve was closed in 2020.

NOTE 9 OTHER MATTERS (Continued)**9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)**

	2021 \$	2020 \$
Surplus / (deficit) for the period	2,750,490	(649,742)
Depreciation	9,959,894	9,898,344
(Profit) / loss on disposal of assets	(88,633)	(29,889)
Impairment of financial assets	-	32
Reversal of impairment of assets	(32)	(103)
Bad debts expense	(4,720)	9,255
Share of other comprehensive income of associates	(3,886)	(18,003)
Change in assets and liabilities		
(Increase) / decrease in receivables (net of advances)	(539,818)	1,692,656
(Increase) / decrease in accrued income	97,823	488,559
(Increase) / decrease in prepayments	128,743	(148,819)
(Increase) / decrease in other assets and liabilities	-	(1,783,876)
Increase / (decrease) in unearned income	2,271,276	705,000
Increase / (decrease) in trust funds and deposits	8,791	(15,632)
(Increase) / decrease in inventories	2,662	13,496
Increase / (decrease) in payables	837,797	540,284
Increase / (decrease) in employee benefits	382,513	(106,807)
Increase / (decrease) in other provisions	(267,416)	21,816
(Increase) / decrease in library equity	(9,347)	5,764
Net cash provided by / used by operating activities	15,526,137	10,622,335

9.3 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper / Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% 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 AASB119.

NOTE 9 OTHER MATTERS (Continued)**9.3 Superannuation (continued)****Defined benefit (continued)*****Funding arrangements***

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

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	2.5% pa for 2 years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the June 2020 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 2020 full 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/20). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

NOTE 9 OTHER MATTERS (Continued)**9.3 Superannuation (continued)****Funding calls (continued)**

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigation are conducted for each intervening year. A full actuarial investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following in the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial) \$M	2019 (Interim) \$M
- A VBI surplus	100.00	151.30
- A total service liability surplus	200.00	233.40
- A discounted accrued benefits surplus	217.80	256.70

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 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme - Type of Scheme - Rate	2021 \$	2020 \$
Vision super - Defined Benefit - 9.50%	71,017	69,522
Vision super - Accumulation fund - 9.50%	539,760	521,537
Other super funds	506,052	392,311

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$Nil.

NOTE 10 CHANGE IN ACCOUNTING POLICY

AASB 1059 Service Concession Arrangements: Grantors (AASB1059) (applies 2020/21 for LG Sector)

Council has adopted *AASB 1059 Service Concession Arrangements: Grantors* from 1 July 2020. This has resulted in a review and no material changes to accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

Council has adopted *AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material* from 1 July 2020. This has resulted in a review and no material changes to accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted *2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework* from 1 July 2020. This has resulted in a review and no material changes to accounting policies and adjustments to the amounts recognised in the financial statements.

It is not expected that these standards will have any significant impact on Council.





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Bird mural at Wedderburn Travellers Rest
by artist Bryan Itch.

12.2 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - BOORT AERODROME

File Number: FOL/20/7164
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Boort Aerodrome Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members do have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Boort Aerodrome Community Asset Committee on 27 January 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least 6 community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Boort Aerodrome is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Peter Eicher	Chair/Secretary
Campbell Chalmers	Deputy Chair
Jamie Whitmore	Treasurer
Ken Loader	Airport Reporting Officer
Ray Stomann	Booking Officer
Adam Wright	Committee Member
Dick Lanyon	Committee Member
Geoff Boutcher	Committee Member

The Council representative for this committee is Cr Neil Beattie.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

**12.3 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS -
CAMPBELLS FOREST HALL**

File Number: FOL/20/7160
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Campbells Forest Hall Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Campbells Forest Hall Community Asset Committee on 27 January 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least 6 community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Campbells Forest Hall is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Don Wilson	Chair
Shaun Cattanach	Deputy Chair
Fred Shea	Secretary
Gaye Larson	Treasurer
Glenda Wilson	Booking Officer
Janine Cornish	Committee Member
Robyn Shea	Committee Member
Garry Davis	Committee Member
Toni Shea	Committee Member
Rae Broadbent	Committee Member

The Council representative for this committee is Cr Wendy Murphy.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

12.4 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - HARD HILL TOURIST RESERVE

File Number: FOL/20/7157
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council:

1. appoints the persons named in this report as members of the Hard Hill Tourist Reserve Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members. There is no conflict of interest for any Council staff member involved in the preparation of this report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Hard Hill Tourist Reserve Community Asset Committee on 23 February 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Hard Hill Tourist Reserve is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Robyn Vella	Chair
Murray Smythe	Deputy Chair
Jude Raftis	Secretary / Booking officer
Karen Fazzani	Treasurer
Cheryl Bailey	Committee Member
Lee Elliot	Committee Member
Trevor Bailey	Committee Member

The Council representative for this committee is Cr Gavan Holt.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

12.5 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - BOORT PARK

File Number: FOL/20/7162
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of Boort Park Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Boort Park Community Asset Committee on 27 April 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Boort Park is an organisation based committee with representatives from each of the stakeholder groups. The following is a list of nominated representatives for the committee, which does not meet the minimum requirement but provides for at least one representative from each organisation in addition to community members:

Table 1:

Name	Position
Neil Beattie	Chair
Karen Coutts	Secretary / Treasurer – Community representative
Jacquie Verley	Deputy Chair / Booking officer – Community representative
Ken Loader	Boort Agricultural and Pastoral Society
Madeleine Scott	Boort Agricultural and Pastoral Society
Marjory Potter	Boort Agricultural and Pastoral Society
Alister Knight	Boort Cricket Club
Gary Zanker	Boort Cricket Club
Ray Stomann	Boort District Harness Racing Club
Tim Byrne	Boort District Harness Racing Club
Gordon Parker	Boort Football Club
Kane Arnold	Boort Football Club
Jacquie Challis	Boort Hockey Club
Kristen Gooding	Boort Netball Club
Tom Bleicher	Boort P12 College
Lee Anne Sherwell	Boort P12 College
John Nelson	Community member
Nikki Lanyon	Community member
Sharon Pickering	Community member
Hamish Lanyon	Community member
Brenton Henderson	Community member

The committee has vacancies for the following:

- Boort Hockey Club
- Boort Netball Club

The committee have held their annual meeting with eight present and six apologies, and elected 19 members to the committee. Since the annual meeting, the Chair has received correspondence from those who were not in attendance or not an apology to confirm their willingness to be appointed to the Committee.

The Council representative for this committee is Cr Neil Beattie.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

12.6 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - LITTLE LAKE BOORT

File Number: FOL/20/7151
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Little Lake Boort Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Little Lake Boort Community Asset Committee on 23 February 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members.

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Little Lake Boort is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Table 1:

Name	Position
Neil Beattie	Chair
Doug Aldrich	Deputy Chair
Barry Kennedy	Secretary / Booking officer
Raymond Stomann	Treasurer
Guy Contarino	Committee Member
John Nelson	Committee Member
Justin Kennedy	Committee Member
Kevin Sutton	Committee Member
Luke Stomann	Committee Member
Murray Chalmers	Committee Member
Paul Haw	Committee Member
Rod Stringer	Committee Member
Tim James	Committee Member
Wendy James	Committee Member

The Council representative for this committee is Cr Neil Beattie.

The committee have held their annual meeting with six members present and three apologies, and elected 14 members to the committee. Since the annual meeting the Chair has contacted those persons who were either not present or not apologies and received correspondence confirming their willingness to be appointed to the committee.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

**12.7 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS -
WEDDERBURN COMMUNITY CENTRE**

File Number: FOL/20/7148
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Wedderburn Community Centre Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Wedderburn Community Centre Community Asset Committee on 27 January 2021, with additional members appointed 27 July 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Wedderburn Community Centre is an organisation based committee with representatives from each of the stakeholder groups. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Organisation
Kara Mamouney-Brown (Treasurer)	Inglewood & Districts Health Services
Dallas Coghill	Inglewood & Districts Health Services
Amy Holmes	Loddon Shire Council Community Wellbeing
Brooke Arnold (Deputy chair)	Loddon Shire Council Community Wellbeing
Faith Cooper	Loddon Shire Council Tourism
Shelby Hutchinson (Secretary)	Loddon Shire Council Tourism
Coralie Lockhart (Booking officer)	Wedderburn Community House
Marg Van Veen (Chair)	Wedderburn Community House

The Council representative for this committee is Cr Gavan Holt.

A community representative is also recommended for the committee, but no nomination was received.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

12.8 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - YANDO PUBLIC HALL

File Number: FOL/20/7145
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Yando Public Hall Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members Yando Public Hall Community Asset Committee on 27 April 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Yando Public Hall is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee, which meets the minimum requirement:

Name	Position
Anna Beamish	Chair
Ashley Gawne	Deputy Chair
Rosalyn Gawne	Secretary /Treasurer
Bradley Haw	Booking officer
Cathie Haw	Committee Member
Emma Gawne	Committee Member
Karen Haw	Committee Member
Paul Haw	Committee Member
Craig Slatter	Committee Member

The Council representative for this committee is Cr Neil Beattie.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

12.9 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - KORONG VALE SPORTS CENTRE

File Number: FOL/20/7152
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Korong Vale Sports Centre Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Korong Vale Sports Centre Community Asset Committee on 27 April 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Korong Vale Sports Centre is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Joan Earl	Chair / Booking officer
Robert Day	Deputy chair
Faye Day	Secretary/ Treasurer
John Murnane	Community member
Andrew Day	Community member
Judy Matthews	Community member
Peter Gibson	Community member

The Council representative for this committee is Cr Neil Beattie.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

**12.10 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS -
INGLEWOOD TOWN HALL HUB**

File Number: FOL/20/7165
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Inglewood Town Hall Hub Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Inglewood Town Hall Hub Community Asset Committee on 27 January 2021 with additional members added 23 February and 27 June 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Inglewood Town Hall Hub is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Enzo Scafati	Chair
Brian Rodwell	Deputy Chair
Kirsten Ward	Secretary
Lisa Calandro	Treasurer
Kim Hanlon	Booking officer
Colleen Condliffe	Committee Member
Pauline Wellman	Committee Member

The Council representative for this committee is Cr Wendy Murphy.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

12.11 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS - EAST LODDON COMMUNITY CENTRE

File Number: FOL/20/7158
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council

1. appoints the persons named in this report as members of the East Loddon Community Centre Section 65 Community Asset Committee, effective immediately,
2. notes that the Committee holds one vacancy which it intends to fill at its next meeting and will then seek confirmation of that appointment at the next appropriate Council Meeting.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for East Loddon Community Centre Community Asset Committee on 23 February 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

East Loddon Community Centre is a community based committee with preferred representation requiring at least six community representatives. The following is a list of nominated representatives for the committee:

Name	Position
Phil Hercus	Chair
Carly Noble	Deputy Chair
Nick Marlow	Secretary/ Treasurer
Linden Barry	Committee Member
Heather Atkinson	Booking officer
Vacancy	Committee Member

While this list does not meet the preferred minimum, the Secretary has advised that the committee intends to elect another member at their next meeting.

The Council representative for this committee is Cr Dan Straub.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

**12.12 SECTION 65 COMMUNITY ASSET COMMITTEE MEMBERSHIP DETAILS -
INGLEWOOD COMMUNITY SPORTS CENTRE**

File Number: FOL/20/7155
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Inglewood Community Sports Centre Section 65 Community Asset Committee, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Community Asset Committee or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Inglewood Community Sports Centre Community Asset Committee on 23 February 2021.

BACKGROUND

Under section 65 of the Local Government Act 2020 (Act) Councillors establish community asset committees and appoint their members. Under section 47 of the Act, the CEO issues their instrument of delegation.

Clause 7.1 of the instrument of delegation establishes the composition of the committee. Clause 7.2.1 provides for the appointment of the member by name by resolution of Council for a term of one year. For community based committees, at least six community representatives are preferred. For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

Clause 7.6 states that:

At the annual meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- chair
- deputy chair (not mandatory, but recommended)
- secretary
- treasurer*
- booking officer*
- general members

*The treasurer and booking officer must not be the same person.

Clause 7.2.4 states that Council shall appoint members to the Committee as soon as reasonably practicable after the date upon which their annual meeting occurs.

ISSUES/DISCUSSION

Inglewood Community Sports Centre is an organisation based committee with representatives from each of the stakeholder groups. The following is a list of nominated representatives for the committee, which meets the minimum requirement:

Name	Position	Organisation
Andrew Nevins	Chair / Secretary	Inglewood Cricket Club
Tony Noonan	Booking Officer	Inglewood Cricket Club
Leigh Lamprell	Deputy Chair	Inglewood Football / Netball Club
Belinda Hawken	Treasurer	Inglewood Football / Netball Club
Nat Rodwell	Committee Member	Inglewood Football / Netball Club
Chris Cohalan	Committee Member	Inglewood Football / Netball Club
Helen Canfield	Committee Member	Inglewood Lawn Tennis Club
Tim Johns	Committee Member	Inglewood Lawn Tennis Club
Colleen Condliffe	Committee Member	Community member
Les Miller	Committee Member	Community member
Shane Maxwell	Committee Member	Community member
Taj Rodwell	Committee Member	Community member
Alan Last	Committee Member	Community member
Gordon McNaughton	Committee Member	Community member

The Council representative for this committee is Cr Wendy Murphy.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 65 Community Asset Committees act for and on behalf of Council, which creates a risk for Council, should they ever act outside their delegated authority.

Clause 7.3 of the instrument of delegation provides for the removal of any committee member. This clause could be used to mitigate risk.

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them, as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

The community asset committee has provided Council with the list of proposed committee members and their positions.

13 URGENT BUSINESS

In accordance with Council's Governance Rules, Clause 53 provides that at a scheduled or special meeting of Council, business that is not included in the agenda notice must only be considered if no more than one Councillor is absent and the Council resolves that the matter is urgent.

Despite this requirement, a matter that is not included in the agenda notice must not be considered at a Council meeting if it will:

- (a) directly and significantly affect the exercise of a person's rights;
- (b) alter the Council Plan or the budget; or
- (c) commit the Council to expenditure exceeding \$20,000.

14 CONFIDENTIAL ITEMS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 66(1) and 66(2)(a) of the Local Government Act 2020:

14.1 REVIEW OF CONFIDENTIAL ACTIONS

This matter is considered to be confidential under Section 3(1)(h) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with confidential meeting information, being the records of meetings closed to the public under section 66(2)(a).

Pursuant to section 66(5)(b) of the Local Government Act 2020, if released the information to be received, discussed or considered in relation to this agenda item, may disclose confidential meeting information, being the records of meetings closed to the public under section 66(2)(a)

14.2 Contract 508 – Cleaning Services for Loddon Shire Council Buildings and Facilities

This matter is considered to be confidential under Section 3(1)(a) and (g(ii)) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released and private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Pursuant to section 65(5)(b) of the Local Government Act 2020, if released the information to be received, discussed or considered in relation to this agenda item, may prejudice the commercial position of Council and/or disadvantage a private business.

14.3 Finalisation of sale of properties for rate recovery under section 181 of the local government act 1989

This matter is considered to be confidential under Section 3(1)(f) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

Pursuant to section 66(5)(b) of the Local Government Act 2020, if released the information to be received, discussed or considered in relation to this agenda item, may prejudice the personal information hardship of a resident or ratepayer.

14.4 SCHEDULING OF SPECIAL MEETING FOR THE ELECTION OF MAYOR

This matter is considered to be confidential under Section 3(1)(a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

The discussion will determine matters of Council that will remain confidential until announcement of the formal election of the Mayor.

Closing of Meeting to the Public

RECOMMENDATION

That the meeting be closed to the public.

NEXT MEETING

The next Ordinary Meeting of Council will be held on 23 November 2021 at Wedderburn commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2021

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