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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 Boort.



Sculpture Little Lake Boort.

# 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

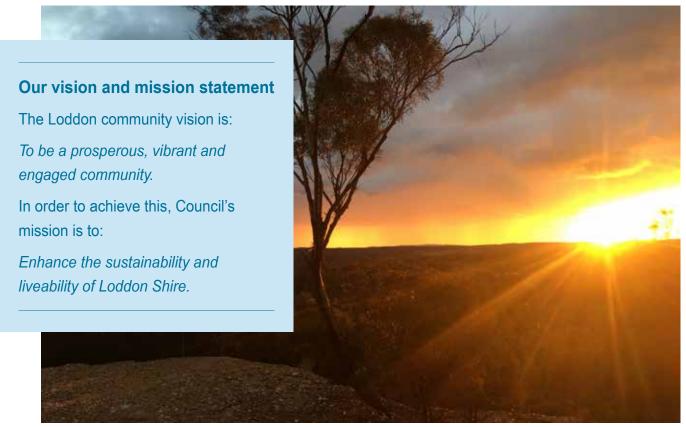
#### **Council Plan 2017-2021**

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.



Hard Hill Wedderburn.

# Facts and figures 2020/21

23,421
Wedderburn and
Serpentine office
incoming calls



131
Planning applications received

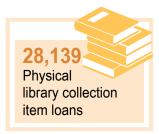










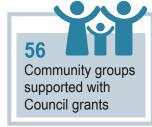












# Grants 2020/21

# **Community Grants Scheme**

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

# Successful organisations 2020/21

Boort Amity Club

Boort Angling Club

**Boort Cemetery Trust** 

**Boort Football Club** 

Boort Lakeside Croquet Club

Boort Resource and Information Centre

**Boort Tennis Club** 

**Boort Tourism Development** 

Boort Yando Cricket Club

Bridgewater Bowling Club

Bridgewater On Loddon Development Committee

Bridgewater Recreation Reserve

Calivil Recreation Reserve Committee Of Management

Campbell's Forest and District Community Action Planning Group

East Loddon Community
News

East Loddon Historical Society

Eddington Community Centre

Inglewood and Bridgewater (Vic) Men's Shed

Inglewood Community Neighbourhood House

Inglewood Town Hall Hub Community Asset Committee Mitchell Park Committee of Management

Mitiamo Football Netball Club

Mitiamo Municipal Recreation Reserve

Mysia Recreation Reserve

Pyramid Hill and District Historical Society

Pyramid Hill Football and Netball Club

Pyramid Hill Golf Club

Pyramid Hill Memorial Hall Community Asset Committee

Pyramid Hill Neighbourhood House

Serpentine Bowling Club

Wedderburn and Regional Theatre Society

Wedderburn Cemetery Trust

Wedderburn Community Centre Community Asset Committee

Wedderburn Community House

Wedderburn Development Association

Wedderburn Historic Engine and Machinery Society

Wedderburn Historical Records Museum

Wedderburn Tourism Committee of Management

# **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	

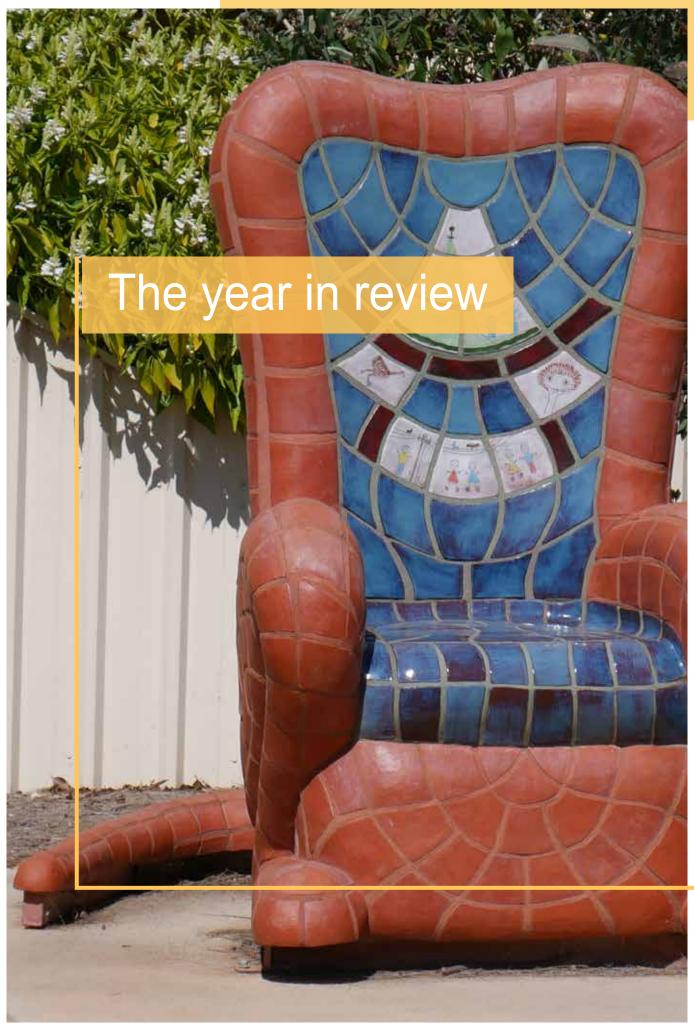
# Challenges and future outlook

# 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



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

# 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

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 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

He! Readtie

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.

# 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 Laanecoorie-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.







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 \$1.41million).
- 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 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.

## **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).

#### 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

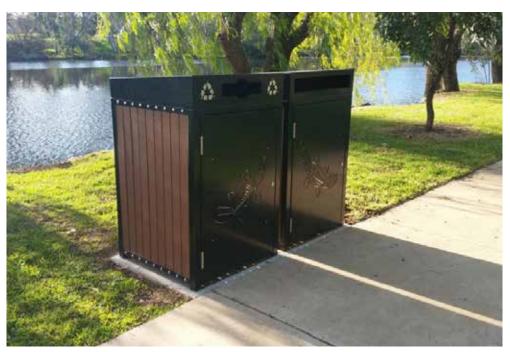
- From 1 July 2020 to 30 June 2021, 6,996 loads of waste were brought into Loddon's six waste facilities, depositing:
  - 2,836m3 waste
  - 661m3 recyclables
  - 1,922m3 green waste
  - 1,602m3 metals
  - 56m3 concrete
  - 25m3 clean fill
  - 171 mattresses
  - 73 tyres
  - 246 white goods
  - 1,063 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

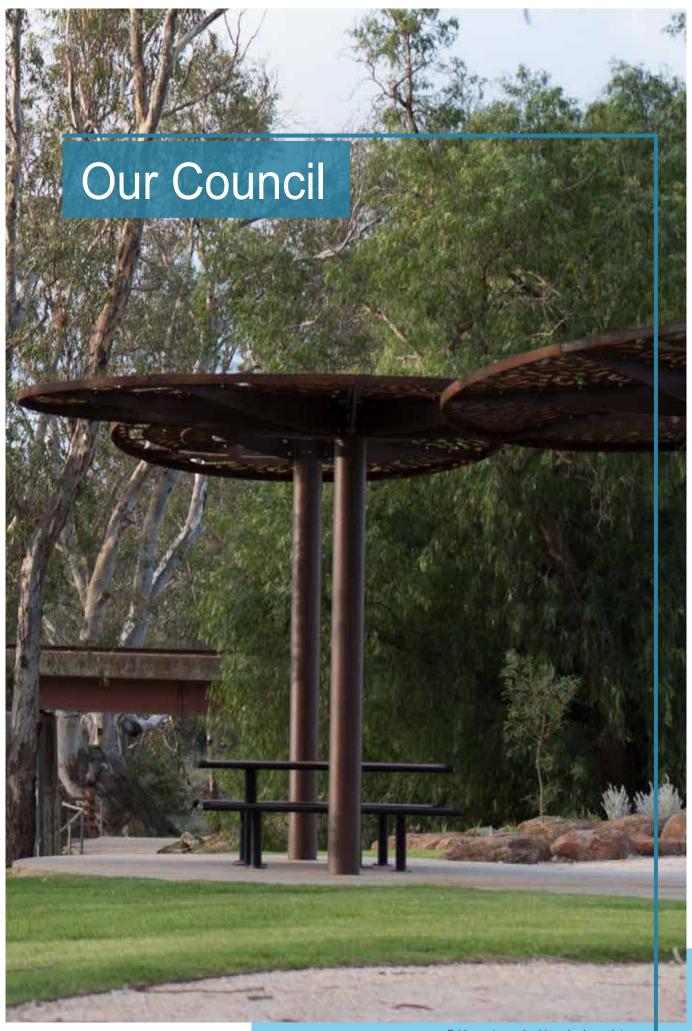
- Council participated in the steering committee for the Keep In Touch (KIT) van project to boost youth mental health in Loddon Campaspe region.
- Loddon Shire Council continued to support the L2P program to assist young people in gaining experience driving and obtaining their drivers licence.
- Council 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.



Bridgewater on Loddon shade sculptures.

# 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.

Mildura

175 Km northwest of Melbourne 6,700 sq. km total land area Major highways passing through the Shire include the Calder Highway, the Loddon Valley Highway and the Wimmera Highway.

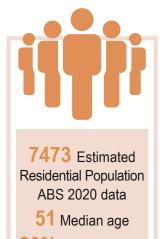
## Population

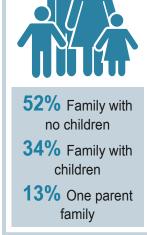
The Australian Bureau of Statistics (ABS) 2020 data showed an estimated residential population of 7,473 in Loddon Shire with an overall median age of people in the Shire of 51 years.

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.









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.



\$467 Weekly personal income \$1,116 Weekly family income \$826 Weekly household income

#### 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.



4% Attending preschool

25% Primary education

21% Secondary education

6% University/ technical institution



32% Population volunteer (19% Australia wide comparison)

14% Provided unpaid care

# 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

## 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

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.

Council elections were held in October 2020.

# 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.



**Boort** 

Gannawarra

Shire

Pyramid

Hill



Loddon Shire Councillors, elected October 2020.



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

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 Tarnagulla. 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
Tarnagulla 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





Cr Wendy Murphy Inglewood Ward



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

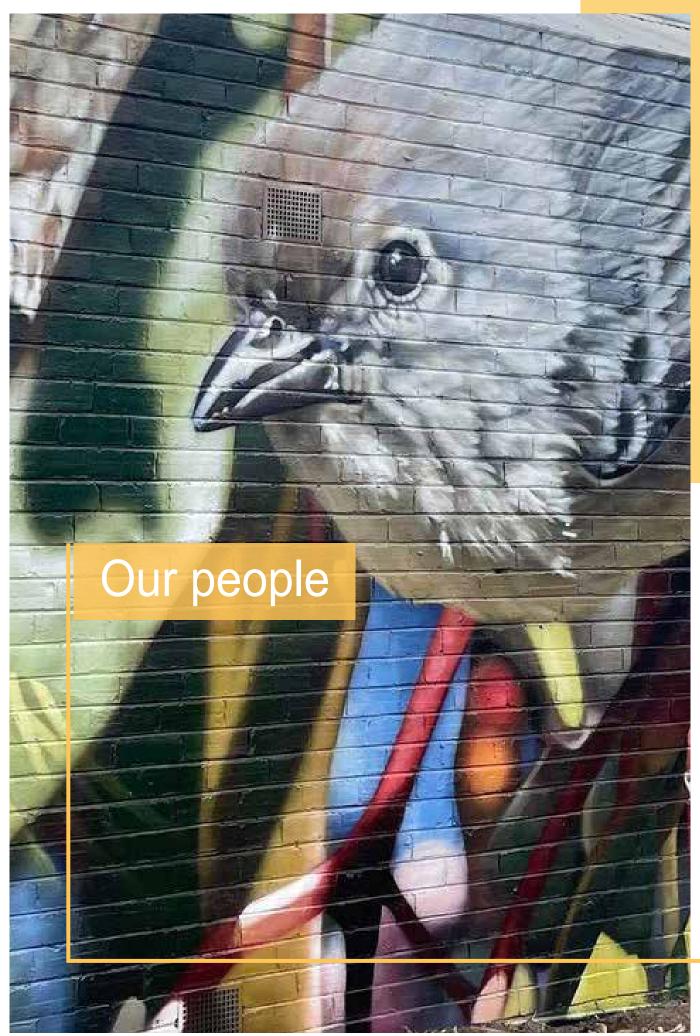
- · Australia Day Committee
- Calder Highway Improvement Committee
- Local Government Women's Charter
- Loddon Healthy Minds Network

# **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.



Bird mural at Wedderburn.

# 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

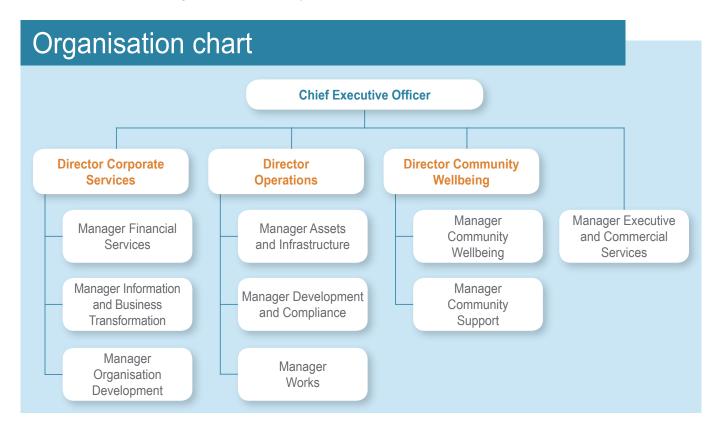
Wendy Gladman was appointed as Director Community Wellbeing in July 2013 after holding the position of Manager Community Services since 2010.

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.



# 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.



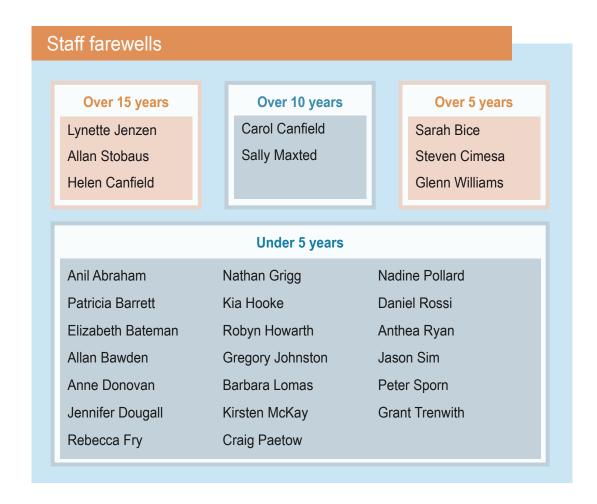
Manager Community
Wellbeing, Amy Holmes

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



# 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 lob
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.

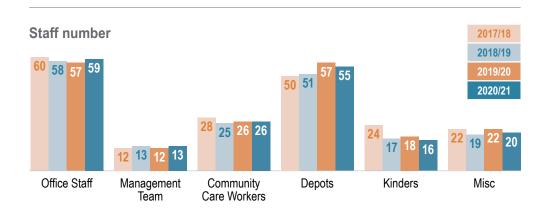
The slight decrease in staff reflects a reduction in casual positions that have not had active service for 12 months however, this decrease in staff does not accurately reflect the staff turnover that Council experienced in 2020/21. The high turnover was a result of the 'Working for Victoria Initiative'.

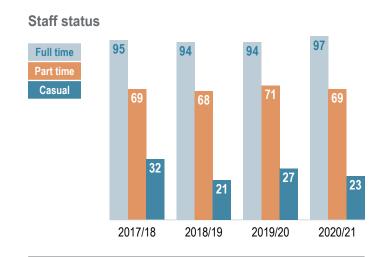
Council employed 27 staff with the additional roles created through the Working for Victoria initiative and 20 staff were recruited to permanent and casual Council roles as part of the natural turnover of staff.

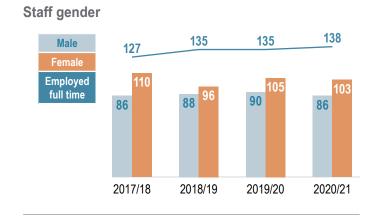
On the 31 December 2020, being the peak of the recruitment, Council employed a total staff of 217, an effective full-time equivalent staff of 171.

#### 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).

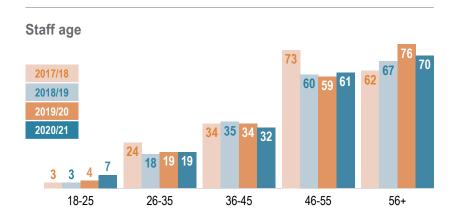
## Age

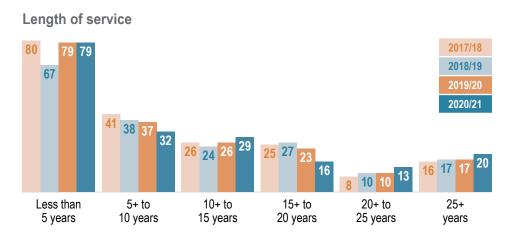
Council's age demographic continues to show a large proportion of staff over 46 years of age however the number of staff in the 56+ age group has decreased as a result of retirements

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.





# 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.



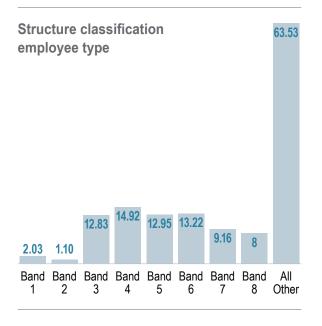
Water pipeline meeting at Mitiamo.

#### 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

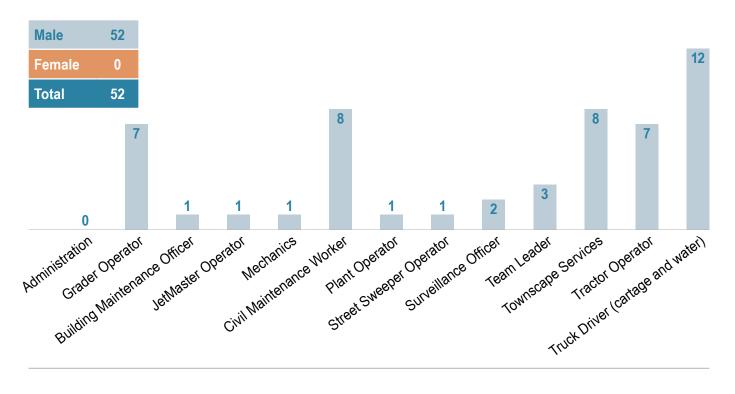




LSC staff attending a refresher health and safety workshop.

#### Outdoor staff – classification structure

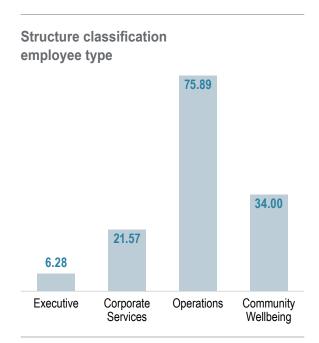
A summary of the number of full-time equivalent (FTE) staff categorised by the Loddon Shire outdoor staff employment classification structure and gender is set out in this table.



#### 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



#### 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.





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, workplacespecific 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
- Steptember 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

#### 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

#### 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.



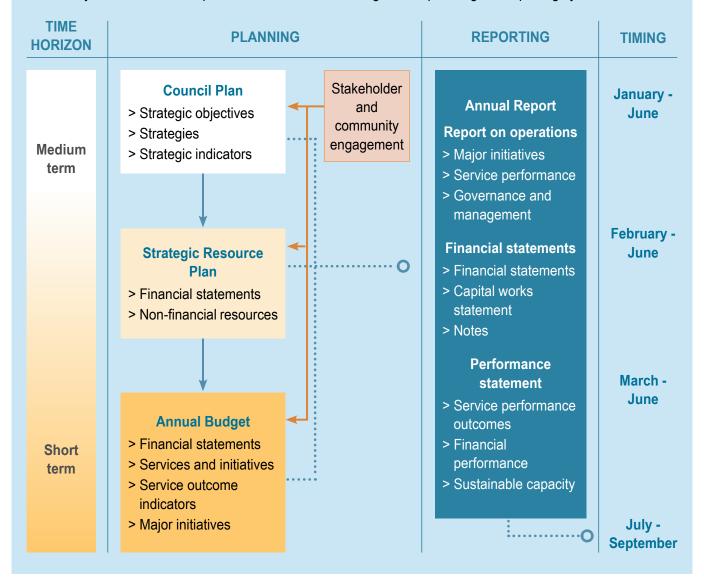
Sculpture at Nolens Park Boort.

### 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:



#### HIGH PERFORMANCE ORGANISATION

Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation

#### 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.











#### 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.











#### 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.





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.











#### 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-serviced 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.











#### 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.

#### 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.











#### 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.

#### 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.



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:



#### Strategic Indicator

Provision of vacant land zones for residential development in and around towns.

#### **Status**

As a result of the completion of the Settlement Strategy 2019-2034, vacant land in and around towns has been identified.



#### **Strategic Indicator**

Complete a review of the Tourism Strategy.

#### **Status**

New Economic Development and Tourism Strategy adopted 26 November 2019.



#### **Strategic Indicator**

Provide communication and training opportunities about available grants and tender processes.

#### **Status**

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.



#### **Strategic Indicator**

Review the Communication and Community Engagement Policy.

#### **Status**

The Community Engagement Policy was adopted by Council at the May 2019 meeting. The policy will need to be reviewed to ensure compliance with the new Local Government Act 2020. The Community Engagement Policy guides Council in the level and type of engagement on various documents developed by Council.



Tarnagulla Hall.

#### Service Performance Indicators

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021		
Aquat	ic Facilities						
Service standard							
AF2	Health inspections of aquatic facilities	1.00	1.60	1.40	1.00		
	[Number of authorised officer inspections of Council aqu Comment: Council's authorised officer carried out of			'	ies]		
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'.

Timeliness  AM1 Time taken to action animal management requests 1.00 1.00 1.00 1.00	Anima	l Management				
	Timelin	ness				
	AM1		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.

	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.



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				
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AM6	Cost of animal management service per	New in	New in	\$8.99	\$10.67
	population	2020	2020		

[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.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Health a	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 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.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021		
Gove	rnance						
Trans	parency						
G1	Council decisions made at meetings closed to the public	15.21%	9.29%	10.36%	10.62%		
	[Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special or at meetings or at meeting or at me	oublic / Number	of Council resol	utions made at			
	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.						
Consu	ultation and engagement						
G2	Satisfaction with community consultation and engagement	51.00	52.00	57.00	58.00		
	[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]  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.						
Attend	endance						
G3	Councillor attendance at council meetings	100.00%	98.92%	100.00%	100.00%		
	[The sum of the number of Councillors who attended ea ordinary and special Council meetings) × (Number of Comment: Councillors attended 36 meetings during and monthly Council meetings most months as well	ouncillors electeg the year included	d at the last Cou	uncil general ele	ection)] x100		
Servic	ce cost						
G4	Cost of elected representation	\$46,641.20	\$44,406.40	\$45,372.20	\$58,413.00		
	[Direct cost of the governance service / Number of Councillors elected at the last Council general election]  Comment: The cost of elected representation was higher this year due to costs associated with inducting new Councillors and recruiting a new CEO.						
Satisfa	action						
G5	Satisfaction with council decisions	48.00	50.00	57.00	61.00		
	[Community satisfaction rating out of 100 with how coun community]  Comment: Over the past four years community sat from 48 to 61.						

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Librar	ies				
Utilisat	tion				
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 \$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.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Partici	pation				
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 83.33% 56.67% 85.71% 89.47% children

[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.

Satisfa	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.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021
Roads	S				
Satisfa	action 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 seale road requests.				
Condi	tion				
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				
Comio	Comment: All sealed local roads were maintained to	to condition sta	andards.		
		¢25.02	¢40.24	¢42.05	¢20 60
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.				
Servic	e 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.				
Satisfa	action				
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.				
Statut	ory Planning				
Timeli	ness				
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.

	Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	
Waste	Waste Collection					
Satisfa	action					
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	e 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	e 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

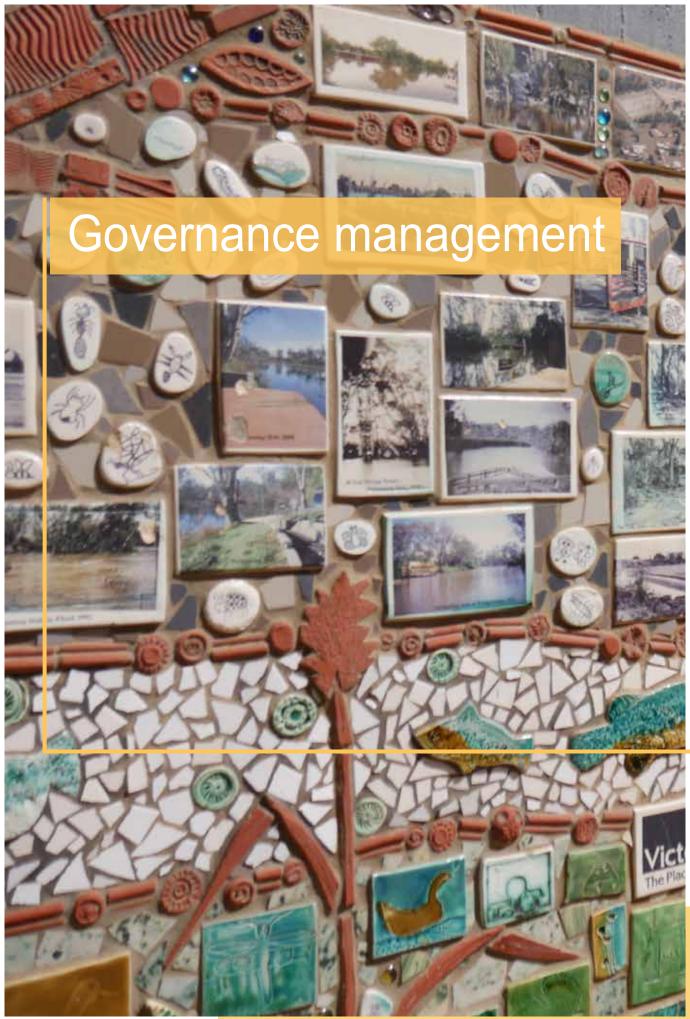
Comment: Council continues to improve the percentage of kerbside collection waste diverted from landfill, increasing from 21.89% four years ago to 29.59% in 2020/21.

## **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 Loddon.

#### 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. 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

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.

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		



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

<sup>\*</sup>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 internal 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.



### 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.

Loddon Healthy Minds Network Strategic Plan

# 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

Knowledge Management Strategy (internal strategy)

Loddon Aboriginal Community Partnership Plan

Local Law No.4 - Environment

2019-2021

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 Gender Equity Action Plan Settlement Strategy Gender Equity Strategy Staff, Volunteers and Contractors Code of Conduct **Governance Rules** Strategic Document, Policy and Procedure Information Technology Disaster Recovery Plan (IT Framework DRP) 2019 Swimming Pool Improvement Plan 2018-22 Information Technology Strategy 2017-2022 Volunteer Strategy 2018-22 Instrument of Delegation Community Asset Waste Management Strategy 2020-2030 Committees

Workforce Plan 2020/21

# Strategic documents adopted during 2020/21

Strategic documents adopted	Meeting
Council Expenses Policy V1	July 2020
Public Transparency Policy V1	July 2020
Community Asset Committee Policy V2	July 2020
Governance Rules V1	August 2020
COVID-19 Financial Hardship Policy V2	August 2020
Investment Policy V5	August 2020
Kerbside Waste and Recycling Policy V3	August 2020
Procurement Policy V10	August 2020
Election of Mayor Policy V4	August 2020
Service Planning Policy V1	August 2020
Asset Management Policy V3	August 2020
Neighbourhood Safer Places Plan V9	November 2020
Fee and Charges Schedule 2020/21 V2	November 2020
Gender Equity Action Plan V1	January 2021
Early Years Enrolment and Orientation Policy and Procedure V1	January 2021
Early Years Asthma Policy and Procedure before V1	January 2021
Early Years Epilepsy Policy and Procedure before V1	January 2021
Early Years Diabetes Policy and Procedure before V1	January 2021

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Strategic documents adopted	Meeting
Smoking in Council Buildings, Vehicles and Plant Policy V4	January 2021
Staff Higher Duties Policy V4	January 2021
Staff Recognition of Service Policy V4	January 2021
Work Experience Policy V3	January 2021
After Hours Call out Policy V1	January 2021
Community Engagement Policy V2	February 2021
Corporate Credit and Fuel Card Policy V5	February 2021
Councillor Code of Conduct V5	February 2021
Councillor Gift Policy V1	March 2021
Waste Management Strategy V2	March 2021
Councillor Code of Conduct V6	April 2021
Council Advocacy Policy V4	May 2021
Cloud Computing Policy V1	May 2021
Cyber Security Policy V1	May 2021
Internet Use Policy V1	May 2021
Information Security Policy V1	May 2021
CEO Employment and Remuneration Policy V1	May 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)  Reason(s) if answer is No
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		Document due 31 October 2021 is currently in draft.
GC4	Asset Plan	NO		Document is due 30 June 2022. Preliminary work is underway including finalisation of various Asset Management Plans as inputs to Asset Plan.
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-planversion-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 and Management Item	YES or NO	Date if YES (single item/ date)	Supporting comments (multiple items/dates)  Reason(s) if answer is No	
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

He! Read Lie

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.

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:

- People with a disability have the same opportunities to participate in services, programs and events in the Loddon Shire as everyone else.
- 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.
- 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.
- 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.
- 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.

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.



Postal address PO Box 21 Wedderburn Vic 3518

**Telephone** (03) 5494 1200

Fax (03) 5494 3003

Email loddon@loddon.vic.gov.au

Website www.loddon.vic.gov.au

Municipal office 37 - 41 High Street Wedderburn Vic 3518

Office hours Monday to Friday 8.15am - 4.45pm

