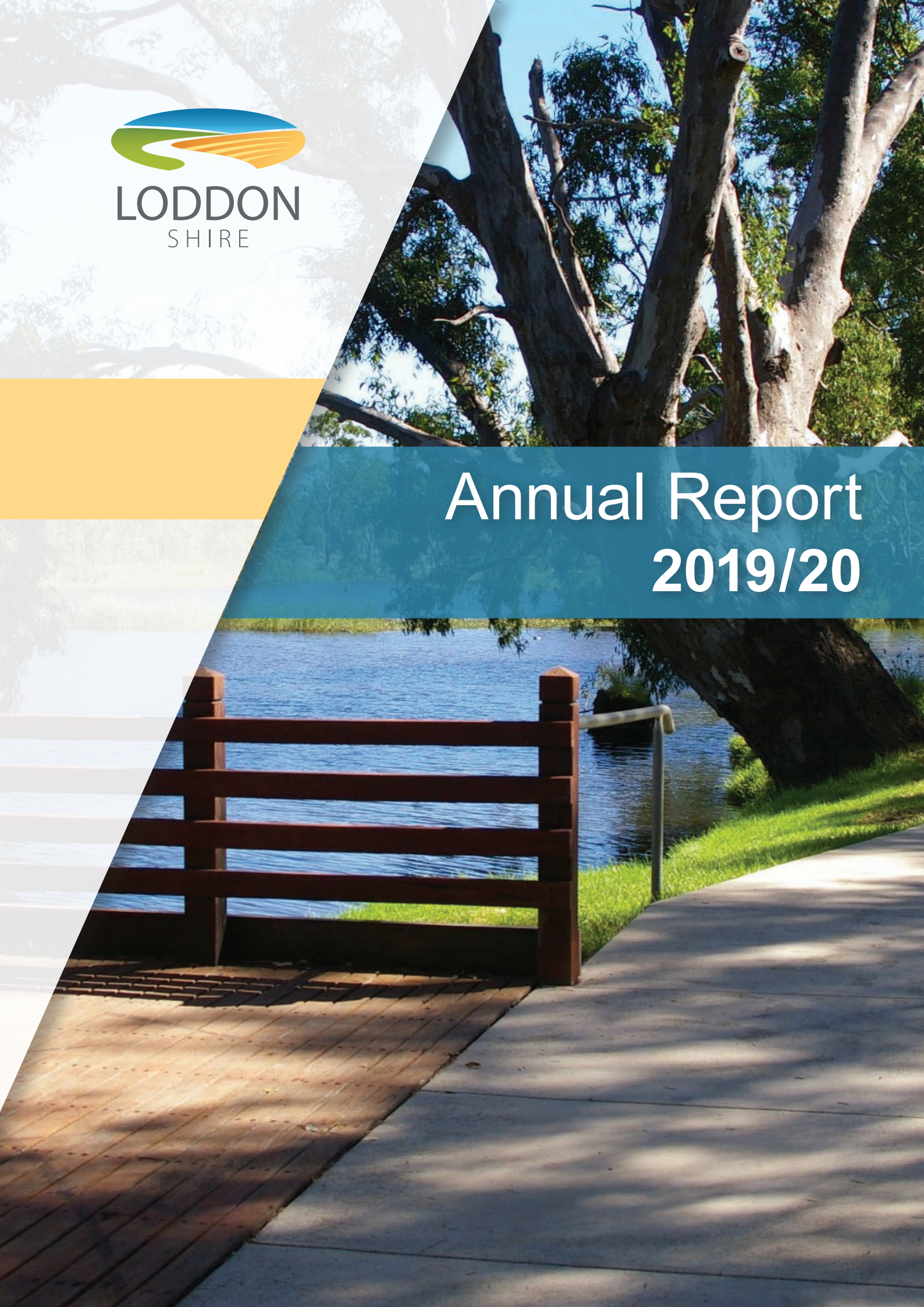




LODDON
SHIRE

Annual Report 2019/20



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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.

Introduction



Little Lake Boort boardwalk.

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.

Welcome to report of operations 2019/20

Welcome to Loddon Shire Council's report of operations for the year 1 July 2019 to 30 June 2020.

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

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

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

Our vision and mission statement

The Loddon community vision is:


To be a prosperous, vibrant and engaged community.

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

Enhance the sustainability and liveability of Loddon Shire.

Facts and figures 2019/20

Wedderburn and
Serpentine office **27,663** 
incoming calls

 **8,462** Rates notices issued

Planning
applications received **109** 

 **438** Land information
certificates


Dog registrations **1,808**
Cat registrations **375** 

 **945** Kilometres of sealed
local roads

Burn permits issued **0** 

 **29** Local law permits issued

Tonnes of garbage,
recycling and organics **2,283** 
from kerbside bins

 **28,720** Physical library
collection item loans

Visits to
swimming pools **19,537** 

 **61** Births

Community groups
supported with Council **63** 
grants

 **6,230** Meals on Wheels

Grants 2019/20

Community Grants Scheme

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

Successful organisations 2019/20

Boort Bowls Club

Boort Cemetery Trust

Boort Lakeside Croquet Club

Boort Resource and Information Centre

Boort Senior Citizens

Boort Tennis Club

Bridgewater on Loddon Development Committee

Bridgewater Recreation Reserve Committee of
Management

Campbells Forest Hall

Dingee Bowling Club

Dingee Lawn Courts Committee

Dunolly and District Field and Game Club

East Loddon Community News

Inglewood Alive Festival

Inglewood Bowling Club

Inglewood Community Neighbourhood House

Inglewood Lawn Tennis Club

Korong (Wedderburn) Historical Society

Mitiamo Football/Netball Club

Newbridge Recreational Reserve Committee of
Management

Northern Victorian Quarter Horse Association

Pyramid Hill Lions Club

Pyramid Hill Memorial Hall

Pyramid Hill Neighbourhood House

Pyramid Hill Swimming Pool

Rheola Pioneers Memorial Park Reserve Committee

Tarnagulla and District Golf Club

Wedderburn Community House

Wedderburn Golf Club

Wedderburn Historical Engine and Machinery Society

Wedderburn Lions Club

Events Sponsorship Scheme

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

Successful organisations 2019/20

1st Lake Boort Sea Scouts
BBAC Productions Inc
Boort Agriculture and Pastoral Society
Boort Angling Club
Boort Bowls Club
Boort District School
Boort Indoor Bias Bowls Club
Boort Lakeside Croquet Club
Boort Trotting Club
Bridgewater Bowling Club
Bridgewater Football Netball Club
Calivil Bowling Club
Country Women's Association Wedderburn Branch
Dingee Bowling Club
Dingee Public Hall Reserve Committee of Management
Dunolly and District Field and Game Club Inc
East Loddon Historical Society
Inglewood and District Health Services
Inglewood Bowling Club
Inglewood Golf Club
Kooyoora Women's Network Inc

Successful organisations 2019/20

Korong Vale and District Bowling Club
Korong Vale Mechanics Hall Institute
Lions Club of Inglewood
Loddon Darts Association
Northern United Forestry Group
Northern Victorian Quarter Horse Association
Parents and Friends of Tarnagulla Primary School
Pyramid Hill Bowling Club
Pyramid Hill Progress Association
Serpentine Bowls Club
St Johns Church Bears Lagoon
Wedderburn and District Harness Racing Club
Wedderburn Bowling Club
Wedderburn Historical Engine and Machinery Society Inc
Wedderburn Korong Vale RSL
Wedderburn Lions Club
Wedderburn Patchwork Group
Wedderburn Redbacks
Wedderburn Tourism

Challenges and future outlook

Our challenges

- an ageing population
- retaining our youth
- urbanisation and changing social values
- technology and innovation
- internet connectivity and access to online health services for older residents
- budgetary constraints
- changing weather patterns and unreliable rainfall
- Council's extensive road network
- attracting and retaining staff
- Council's ageing building infrastructure
- changes in community services
- sparsely populated Shire
- recovering from the impact of coronavirus (COVID-19)

The future

- the growing agribusiness sector
- securing water for Skinner's Flat
- the redevelopment of Donaldson Park
- Mitiamo Pipeline Project
- streetscape improvements - Pyramid Hill in 2020/21
- caravan park upgrades (Pyramid Hill, Boort and Wedderburn)
- responding to service delivery expectations in a financially sustainable way
- COVID-19 response and recovery



The year in review

Learmonths Place.

Loddon Shire is within the central Victorian goldfields which is part of the area known as Victoria's 'Golden Triangle'. It has an area of almost 6,700 square kilometres.

Message from the Mayor and CEO

Welcome to the Loddon Shire Council Annual Report 2019/20. This is our 26th Annual Report and we are proud to present the highlights and achievements of the year.

We would like to acknowledge the work of Allan Bawden who was Acting CEO for several months over the summer while Phil Pinyon was on leave. Allan has worked in the local government sector for many years in both the urban and rural settings and so we remained in capable hands during Phil's absence. We thank him for stepping in and keeping everything moving forward.

The past 12 months have been like no other with a range of achievements, highlights and challenges. The second half of 2019 had many satisfying accomplishments which are testament to the hard work and dedication of Council staff and their determination to make Loddon a prosperous, vibrant and engaged community.

One of the highlights included the completion of Stage 1 of the Bridgewater on Loddon Foreshore Project. This extensive project, which includes landscaping, water access, play space and magnificent metal fabricated shade structures, has provided a focal point for the community. Both locals and visitors have benefitted from increased access to the unique beauty of the Loddon River. It is anticipated that the enhanced foreshore will encourage more visitors to make the most of the recreational potential of the area.

The completion of the Inglewood Swimming Pool Complex was also a positive achievement with three projects completed to provide better access, new facilities and extended opportunities. The addition of solar heating at all five of Council's public swimming pools ensures that these facilities will be easily accessed and enjoyed by residents as well as provide recreational opportunities and social interaction.

Our hardworking Works Department delivered a successful program of works and maintenance throughout the Shire with almost 5,000 maintenance defects such as pot holes, broken road edges, vandalism or graffiti, attended to throughout the year. In addition, 99.5 per cent of all defects were completed before their due date.

Council's Economic Development and Tourism Strategy was adopted in November 2019 and provides direction for Council to drive potential population growth in the Shire, attract new investment, implement economic and tourism initiatives and ensure Council is effectively resourced for local economic development.



Mayor Cheryl McKinnon and CEO Phil Pinyon.

As part of this strategy, the launch of the Visit Loddon Valley website, Facebook page and Instagram was a satisfying result for the hard working team in the Marketing and Tourism sector of Council. The social and digital platforms provide a perfect resource for prospective visitors and allow the Loddon operators to boost their business potential. The industry is set to advance further with the introduction of an online store which will give local operators access to a much wider audience and extend their sales reach throughout the country.

The development of the Settlement Strategy is another major step forward to enhance population growth and job creation in the region. By ensuring a suitable supply of vacant residential land in and around towns, the strategy addresses the need for improved physical and social services in order to attract prospective residents.

Council also adopted the Loddon Aboriginal Community Partnership Plan 2019-2020. The plan demonstrates Council's support for activities that will assist in bringing about positive change in the lives of our Aboriginal and Torres Strait Island residents. The plan contains 22 activities to be undertaken across three themes: respect, relationships and opportunities.

Near the end of 2019, the redesigned Council website was launched. The website was a complex and time-consuming project for the Council personnel involved and the result is a more user-friendly look which is much easier to administer. Congratulations to the staff involved.

In addition, Council implemented an Electronic Document and Records Management System to replace the previous ageing system. The implementation created an

increased workload for the staff involved and required staff to be trained in the system. The program heralded a new era for Council in terms of time saved, increased efficiency and records compliance. The outcome affirms the vision, dedication and leadership of the team.

Council demonstrated its commitment to promoting workplace equality and respect with the Workplace Equality and Respect and Bystander training. The program helped build knowledge and skills within the organisation which can be expanded into the community. Most staff took part in a series of workshops to increase awareness and understanding of the impact of gender inequality and its strong link to domestic violence. This was followed up with a survey which will be used to help develop appropriate strategies and actions within Council to promote gender equality.

Of course, 2020 will be marked in history for the extraordinary social and economic upheaval of the coronavirus (COVID-19) pandemic. This not only resulted in the cancellation of many events and the disruption or closure of a significant number of Loddon businesses, but it also required Council to adapt and innovate in order to maintain the delivery of essential services.

With the safety of staff and community paramount, normal work practices were changed to incorporate physical distancing and rigorous hygiene practices. Changes to normal procedures and processes were accelerated as provisions were made for staff to work effectively from home. The willingness of staff to work together with Council meant that we could avoid redundancies or forced leave and continue to provide vital services to the community.

Councillors too, have transformed the way they approach their duties with their reliance on and use of technology greatly enhanced as a result of the pandemic. More than ever, we have relied on social media to deliver key messages to the community regarding health, safety, wellbeing, Council news and access to information and assistance. We have all become very familiar with webinars, virtual meetings and live stream and even the Mayor has become a regular contributor to Facebook via video.

This year's budget maintained Council's sound cash position with a small surplus and no new borrowings. In addition to ongoing delivery of services to the community, the budget provided for capital expenditure for road, waste, recreation and leisure, community facilities, footpaths and drainage, aged services and early years program as well as open spaces, streetscapes and parks.

This past year has presented many challenges to the organisation and the community. We take this opportunity to express our gratitude and pride at the leadership shown by our fellow Councillors, Council staff, and community throughout these exceptional times. Your continued dedication, vision and hard work has enabled us to progress Council's mission of creating a prosperous, vibrant and engaged community in Loddon Shire.



Cr Cheryl McKinnon
Mayor



Phil Pinyon
Chief Executive Officer

Financial summary

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

Operating position

Council finished the year with a deficit of \$0.65M in 2019/20. This surplus contrasts with the prior year surplus of \$1.05M. The Comprehensive Income Statement in the Financial Statement indicates that the variance is due mainly to expenditure on flood recovery work. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$2.31M or -8.06 per cent when compared to adjusted underlying revenue. An adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$363M of community assets under Council's control.

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 2020/21 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 908 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 2019/20 was \$22.8M. 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 \$5.7M in renewal and upgrade works during the 2019/20 year. This was funded from grants, rate income and cash reserves with no borrowings. At the end of the 2019/20 year Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 0 per cent. Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was almost 58 per cent.



Campbells Forest Tidy Town finalist.

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 39 per cent for the 2019/20 financial year. Council was restricted to increasing its revenue base for the 2019/20 year by a 2.50 per cent rate cap. This resulted in an average rate per assessment of \$1,226.81 which compares favourably to similar councils in rural Victoria.

Sources of funding

During 2019/20, Council received a total of \$30.28M from various income sources. The most significant are rates and charges of \$11.05M (36.5 per cent). Other significant sources were Financial Assistance Grants funding of \$9.06M (29.9 per cent) and Federal Roads to Recovery funding of \$2.39M (7.9 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.



Above and top: Launch of the Loddon Valley Official Visitors Guide.

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 2019/20 Council continued to operate within both a rate capped and labour capped environment. The budget was developed based on 2.5 per cent rate cap and 3 per cent cap on labour.

Major capital works

Roads, bridges and culverts

Council has an extensive network of 4,718 kilometres of sealed and unsealed local roads. During 2019/20, Council completed:

- 4.9km of local road construction. This involved the rehabilitation and widening of existing pavements and sealing.
- 11.3km of local road shoulder resheets
- 11.6km of local road resheets

In addition to construction and resheeting, Council completed maintenance works resulting in:

- 1,885 kilometres of road graded
- 2,514 kilometres of road inspected

Key projects included:

- Echuca Serpentine Road and Bridgewater Raywood Road upgrade and widen



Inglewood Swimming Pool upgrades.

- Wedderburn Brenanah Road drop structure
- Guardrail Laanecoorie Newbridge Road
- Murphy Creek bridge replacement
- Echuca Serpentine Road – Prairie Road intersection realignment and reconstruction to improve safety
- Installation and replacement of Township, Locality and Boundary signs
- Refurbishment of the Soldiers Memorial Fence in Wedderburn

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 2019/20, the buildings program included:

- completion of the Inglewood Swimming Pool upgrade
- the addition of solar heating at all pools
- completion of the Boort Park kitchen upgrade
- Bridgewater on Loddon Memorial Hall works
- Tarnagulla Public Hall Shed replaced
- Newbridge Public Hall repainting

Building works require planning and funding. Some achievements during 2019/20 included:

- Funding received for the Inglewood Football Netball lighting upgrade

- Funding received for the Pyramid Hill Streetscape totaling \$1.61 million
- Pyramid Hill Community Centre Master Plan and Feasibility Study was completed and further design work underway
- Energy efficiency upgrades funding resulting in solar panels installed at 16 Council buildings

Major changes

Electronic records management

In 2019/20 Council deployed a new electronic document records management system. The software helps to ensure Council is able to keep accurate and reliable information about their decisions, actions and agreements. Effective management of public information is crucial for the provision of excellent service to the Victorian community, and enhances the trust that the public have in government processes and its officials.



2019 December Bridgewater on Loddon Foreshore opening.



Office closure, an unfortunate sign of the times.



First Audit Committee virtual meeting with chairperson Rod Baker.

Service recognition dinners

Council introduced staff recognition dinners during 2019/20. The dinners took place in Newbridge and Boort and celebrated the contribution of staff who have been with Council for 10 or more years. Staff, and their partners were invited to attend dinner with Councillors, Senior Executive Staff, and their direct line manager.

Other major achievements

During 2019/20 Council identified over 40 services delivered to the community. 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:

Tourism

- The announcement of the Bendigo City and Region of Gastronomy, of which Loddon Shire is a member and will be participating with Bendigo
- Adoption of a new Economic Development and Tourism Strategy
- Engagement of new managers for the Bridgewater on Loddon Caravan Park
- Endorsement of a Memorandum of Understanding between the World Heritage local government partners and the Victorian Goldfields Tourism Executive

- Launch of the new Loddon Valley Facebook and Instagram at the Loddon Valley Business Network Dinner and the launch of the new Loddon Valley Official Visitor Guide. These two new social media initiatives are designed to grow Loddon Valley's presence across digital platforms, while reaching a younger demographic to grow the dollar spend within the region.
- On Thursday 10 October the new Bendigo Regional Tourism website was launched. Visitors will have the ease of researching and booking must-see attractions and unique experiences on a website that brings together four central Victorian councils in an initiative to boost tourism industry across the entire region. The web address is <https://www.bendigoregion.com.au/visit-loddon-valley>

Community project management

- Bridgewater on Loddon Foreshore Stage 1
- Shade structures for Boort Swimming Pool and Korong Vale's Borella Park
- Pyramid Hill playground equipment and paths
- Wedderburn Soldier's Memorial Park – refurbishment of fence and gates

Customer service

- Upgrade of Council's internet to improve access to information and services

Early childhood and early years

- Webex video conferencing implemented for Kinders E-learning

Economic development

- An economic analysis was prepared to support the business case for a Newbridge Water and Sewerage proposal. Community engagement to determine broader support will be undertaken in the coming year
- Council signed up to the Small Business Friendly Charter (February 2020) confirming Council's commitment to supporting local small businesses
- Since February, various staff across the organisation have been working with the Better Approvals Project to streamline permit application processes and improve information available to businesses about regulatory requirements and economic development/ investment opportunities

Emergency management

- Endorsement of the Emergency Animal Welfare Plan
- Endorsement of the Municipal Pandemic Plan
- Endorsement of the Northern Victorian Integrated Influenza Pandemic Plan

- Appointment of Pandemic Coordinator/Recovery Manager and establishment of Internal Pandemic Working Group
- Establishment of a Community Pandemic Relief and Recovery Committee and a Pandemic Relief and Recovery community reference group
- Coordination and provision of community response and relief activities

Municipal public health and wellbeing

- Loddon Healthy Minds Network Art Competition winners announced and the artwork placed on display at the Boort Show and the Inglewood Alive Festival
- Loddon Shire Council joined with lead agency City of Greater Bendigo and Mount Alexander Shire Council to implement the Champions for Change Project into the three local government areas. The Champions for Change project is a National Disability Insurance Agency (NDIA) funded program to increase inclusive employment internally, and within local businesses. This project leads on from the Inclusive Towns project in 2018 where it was identified that providing guidance and support would assist businesses when employing people with a disability.
- Opening of exercise stations in Loddon (Wedderburn and Boort)
- Active Living Census launched and results shared



Active Living Census launch featuring representatives from the six councils in the Loddon Campaspe Region.

Parks and townships

- Rectification of 4,256 defects that consisted of maintenance actions on footpaths, street and park trees, garden beds, grass mowing and playgrounds with 94.6 per cent of all defects completed before their due date
- Planted 150 new trees across the Shire
- Construction of footpaths in Wedderburn, Boort, Inglewood and Bridgewater on Loddon
- Little Lake Boort Footpath funding \$50,000

Waste management

From 1 July 2019 to 30 June 2020, 9,604 loads were brought into Loddon's six waste facilities, depositing 2,110m³ waste, 530m³ recyclables, 1,536m³ green waste, 1,355m³ metals, 45m³ concrete, 53m³ clean fill, 148 mattresses, 37 tyres, 230 white goods, and 1,138 items of e-waste.

Loddon Shire Council continued to offer residents fee free waste disposal once a quarter. From 1 July 2019 to 30 June 2020 3,064 residents have used the service with 983m³ of waste, 85m³ recyclables, 363m³ steel and 596m³ of green waste as well as 142 items of white goods and 613 items of e-waste disposed across the six Council facilities. Hard waste pick up was completed in March with 504 pick ups.

Waterways management

- Laanecoorie boat ramp extension
- Laanecoorie Spillway Reserve reopening to the public
- Old Lead Dam repaired, safety upgrade for Inglewood Reservoir

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 have supported the L2P program to assist young people in gaining experience driving and obtaining their drivers licence
- Young people from across the Shire attended the Kool Skools Program in Melbourne where they were mentored in song writing and produced an album
- 2019 Kool Skools Awards: Molly Meadows – Special Judges Award for Singer and Song Writer and Elias Lanyon – Best Male Vocals
- Support provided to Boort Agriculture and Pastoral Society to showcase talented young musicians from across the Shire
- Support provided for young people to attend Portsea Camp



Top: Workers following the mask wearing directive. Above: New grader as a result of the plant and fleet replacement program.



Our Council

Aerial view of Newbridge.

The geography of the Shire is diverse with rolling hills and box-ironbark forests, granite outcrops, pockets of premium agricultural land as well as the river in the south which brings tourist and lifestyle benefits.

Who we are

Our Shire

Geography

Loddon Shire is located in central Victoria, about 175 kilometres north-west of Melbourne. It is bounded by Gannawarra Shire in the north, the Shire of Campaspe and the City of Greater Bendigo in the east, Mount Alexander and Central Goldfields shires in the south and Northern Grampians and Buloke shires in the west.

Loddon Shire is a predominantly rural area, with many small towns and communities. The larger towns are Boort, Bridgewater on Loddon, Inglewood, Pyramid Hill and Wedderburn.

The Shire encompasses a total land area of approximately 6,700 square kilometres. Land is used mainly for agriculture and horticulture, particularly grain, sheep, wool, beef cattle, dairy, pigs and poultry.

In recent years, there has also been an increase in viticulture, olives and fodder crops.

Major features of the Shire include the Loddon River, Terrick Terrick National Park, Leaghur State Park, Kooyoora State Park, Lake Boort, Major Mitchell Trail, Mount Korong, Melville Caves, Laanecoorie Reservoir and various wineries.

Major highways passing through the Shire include the Calder Highway, the Loddon Valley Highway and the Wimmera Highway.

Population

The Australian Bureau of Statistics (ABS) 2018 data showed an estimated residential population of 7,513 in Loddon Shire with an overall median age of people in the Shire of 51 years.

During the year, Council recorded 61 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.



175 km
North-west of Melbourne

6,700 sq kms
Total land area

7,513
Population ABS 2018 data

51
Median age

20%
Born overseas

52%
Family with no children

34%
Family with children

13%
One parent family

Origin

The 2016 Census data shows a little over 20 per cent of our residents were born overseas. The percentage of people born overseas has progressively increased from 7 per cent in 2001. Other than Australia the top five countries of birth included England, Philippines, New Zealand, Netherlands and Germany. The Philippines joined the top five most common countries of birth for the first time in 2016.

Median weekly incomes

According to the 2016 Census, the median weekly personal income in the Loddon Shire was \$467. The median weekly family income was \$1,116, while the median weekly household income was \$826.

Education

Overall, 4 per cent of our youth population was attending preschool, 25 per cent were in primary education and 21 per cent were attending secondary education. Six per cent were attending further education, including university or technical institution.

Volunteers

Loddon Shire has a strong sense of self-reliance and community spirit, and this is reflected in the rate of volunteerism.

The 2016 Census showed a rate of 32 per cent of the population volunteering – and many of those volunteers held roles in a number of community organisations. This figure is compared with a total of 19 per cent in Australia. In addition, 14 per cent of our people provided unpaid care for others.

\$467

Weekly personal income

\$1,116

Weekly family income

\$826

Weekly household income



4%

Attending preschool

25%

Primary education

21%

Secondary education

6%

University/technical institution



32%

Population volunteer

19% Australia wide comparison

14%

Provide unpaid care



Loddon Shire staff, local police and ambulance members banding together during COVID-19 restrictions.



Council offices at Wedderburn and Serpentine.

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.



One of Council's six library agencies.

Library agency locations and opening hours

Agency	Location	Usual opening hours
Boort	Boort Resource and Information Centre, 119-121 Godfrey Street, Boort	Monday, Tuesday, Wednesday, Thursday, Friday 10.00am - 3.30pm
Dingee	Dingee Railway Station Progress Park, Mack Street, Dingee	Tuesday 9.00am - 11.00am Thursday 3.30pm - 5.30pm
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	Monday 3.00pm - 6.00pm Tuesday 10.00am - 6.00pm Wednesday 10.00am - 6.00pm Thursday 10.00am - 4.00pm Friday 10.00am - 12.00pm
Tarnagulla	Tarnagulla Community Centre, 8 Sandy Creek Lane, Tarnagulla	Thursday 1.00pm - 4.00pm
Wedderburn	Wedderburn Community Centre, 24 Wilson Street, Wedderburn	Monday, Tuesday, Wednesday, Thursday, Friday 9.00am - 5.00pm

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

Agency	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	Tuesday 9.00am - 3.30pm
Pyramid Hill	Senior Citizens Centre, McKay Street M: 0409 166 891	Monday (weeks 2 and 4) 9.00am - 3.30pm
Wedderburn	Community Centre, Wilson Street M: 0409 166 891	Wednesday 9.00am - 3.30pm

Kindergartens

Council supports the operations of five kindergartens.

Kindergarten	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 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 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 Thursday 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 and Thursday 8.45am - 1.45pm
Wedderburn Kindergarten	77 Ridge Street, Wedderburn, 3518 P: (03) 5494 3183	4 year olds Wednesday, Thursday and Friday 8.45am - 1.45pm 3 year olds Wednesday 8.45am - 1.45pm

Landfill and transfer stations

Council supports the operation of three 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.

Landfill	Location	Hours
Boort landfill	Off Boort-Quambatook Road	Tuesday 8.00am - 12 noon 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 noon Third Sunday of month 10.00am - 2.00pm
Inglewood transfer station	Inglewood-Salisbury Road	Wednesday 8.00am - 12 noon Saturday 8.00am - 12 noon
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 noon
Wedderburn transfer station	Godfrey Street	Thursday 8.00am - 12 noon Sunday 8.00am - 12 noon



L-R: Laanecoorie Reservoir monument 1891, vintage truck Inglewood, Loddon Shire farewell sign.

Councillors

Council elections were held in October 2016.

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



Representing the community

Councillor representation on committees

Councillors provided representation on committees. Representation helps to ensure the community has access to Council and their voices are heard.



Councillors Gavan Holt, Cheryl McKinnon, Neil Beattie, Colleen Condliffe and Geoff Curnow.

Cr Cheryl McKinnon

Terrick Ward

First elected: 2012



Cheryl

McKinnon spent her early years on the family farm at Dingee, then moved to Bendigo before marrying Pyramid Hill farmer, Glenn McKinnon, in 1976.

The couple run an irrigated property producing prime lambs and vealers alongside dryland cropping.

Cr McKinnon worked at Pyramid Hill College for many years, assisting students with disabilities, before starting up Pyramid Hill's first coffee shop, The Coffee Bank.

Cr McKinnon was first elected to Council in 2012, and was elected Mayor in 2017, and juggles her Council duties with her role as a farmer, mother, and grandmother, and her personal interests of music, art and woodwork.

Representation on committees

- Loddon Campaspe Councils
- Murray River Group of Councils
- Nature Tourism Advisory Team
- Nature Tourism Festival Committee
- North Central Goldfields Regional Library
- North Central Local Learning Employment Network

Section 86 Committees of Management

- East Loddon Community Centre Committee of Management
- Pyramid Hill Memorial Hall Committee of Management
- Pyramid Hill Swimming Pool Committee of Management

Cr Neil Beattie

Boort Ward

First elected: 2005

Neil Beattie, now retired from farming, lives on the edge of Lake Boort, enjoying the scenery.



However, Cr Beattie continues to operate a trucking company, and now owns Boort's newsagency. He credits these businesses, along with all of his community activities, with helping to keep his mind active.

Cr Beattie says that "travel and fishing make life pretty complete".

Cr Beattie is chair of Boort Park, Little Lake Boort Committees of Management and Boort Cereal Growers Co-op, in addition to representing Council on several other committees.

Representation on committees

- Audit Committee (substitute)
- Municipal Association of Victoria (substitute)
- Murray Darling Association
- Rail Freight Alliance

Section 86 Committees of Management

- Boort Aerodrome Committee of Management
- Boort Memorial Hall Committee of Management
- Boort Park Committee of Management
- Boort Tourism Development Committee of Management
- Korong Vale Mechanics Hall Committee of Management
- Korong Vale Sports Centre Committee of Management
- Little Lake Boort Committee of Management
- Yando Public Hall Committee of Management

Cr Colleen Condliffe

Inglewood Ward

First elected: 2000

Colleen Condliffe lives with husband Robert at Salisbury West, running a dryland cropping enterprise and a dairy herd of 200-plus cows.



Among her many community interests, she is a member of the Country Women's Association, has been active in numerous farming bodies, has completed the Loddon Murray Leadership Program and was the first woman elected to Loddon Shire Council.

Cr Condliffe formed the Landcare group at Salisbury West and organised the 1997 Women on Farms Gathering at Bendigo. In 2005/06, she completed the Australian Rural Leadership Program and in 2009 her name was added to the Victorian Honour Roll for Women.

Mother of two children and a grandmother to seven, Cr Condliffe is a keen tennis player and football follower.

Representation on committees

- Australia Day Committee
- Calder Highway Improvement Committee
- Central Victoria Rural Women's Network
- Central Victorian Greenhouse Alliance
- Local Government Women's Charter
- Loddon Healthy Minds Network

Section 86 Committees of Management

- Bridgewater on Loddon Development Committee of Management
- Campbells Forest Hall Committee of Management
- Inglewood Community Elderly Persons Units Committee of Management
- Inglewood Community Sports Centre Committee of Management
- Inglewood Town Hall Hub Committee of Management
- Jones Eucalyptus Distillery Site Committee of Management

Cr Geoff Curnow

Tarnagulla Ward

First elected: 2008

Geoff Curnow has a family history to be proud of – his Cornish forebears settled in the Laanecoorie district 150 years ago and he is the third generation of his own family to farm the home property since it was taken up in 1914. Educated at Laanecoorie and Maryborough, Cr Curnow returned to the farm while still in his teens and has amassed a wealth of knowledge.

Today, together with wife Merna, he runs a prime lamb enterprise paired with some grain production at Laanecoorie. He is a keen traveller and finds great enjoyment in his contacts with people through his community work.



Representation on committees

- Calder Highway Improvement Committee (substitute)
- Loddon Mallee Waste and Resource Recovery Group
- Municipal Emergency Management Plan Committee
- Municipal Fire Management Planning Committee

Section 86 Committees of Management

- Kingower Development and Tourism Committee of Management
- Loddon Southern Tourism and Development Committee of Management

Cr Gavan Holt

Wedderburn Ward

First elected: 2003

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 Committee
- Municipal Association of Victoria
- Rural Councils Victoria Executive
- South West Loddon Pipeline Project Community Consultative Committee
- South West Loddon Pipeline Project Steering Committee

Section 86 Committees of Management

- Donaldson Park Committee of Management
- Wedderburn Community Centre Committee of Management
- Wedderburn Engine Park and Market Square Reserve Committee of Management
- Wedderburn Mechanics and Literary Institute Hall Committee of Management
- Wedderburn Tourism Committee of Management



Our people



Bike riding at Kooyoora State Park.

The Shire enjoys a Mediterranean climate with warm summers and fine sunny winter days. Ideal for enjoying our parks and reserves.



Management Executive Group: Steven Phillips, Wendy Gladman, Sharon Morrison and Phil Pinyon.

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.

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 LGPro 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 1989, providing leadership to the Council, strategic planning, promoting external relationships, and managing the operations of the Council.

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 committees of management.

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.

Organisational chart



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 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 Organisational Development, Carol Canfield

Carol Canfield commenced with Council in September 2007 after a long career with the City of Greater Bendigo and Shire of East Loddon. Carol has held positions in payroll, risk management, various administration roles and as Assistant Shire Secretary.

Carol's role includes human resource management, risk management, staff training, occupational health and safety, staff health and wellbeing, fire prevention and insurance. She was instrumental in managing the passage of Council's previous Enterprise Bargaining Agreement.



Manager Information and Business Transformation, Peter Williams

Peter Williams commenced with Council in December 2017 after a career spanning more than 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 has previously been involved in continuous improvement and business process transformation. He is also a Director at Interchange – Loddon Mallee Region and is currently studying a Graduate Certificate in Governance.

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

Currently there is no manager appointed to this position.



Manager Community Wellbeing, Amy Holmes

Amy Holmes was appointed as Council's Manager Community Wellbeing in November 2019. Amy has worked in the health sector for many years with specialist roles in health and wellbeing, community development, partnerships and service coordination. Her career has been spread across roles in local government, community health and private enterprise.

The Manager Community Wellbeing is responsible for contributing to improved health and wellbeing outcomes for the Loddon community through the development and implementation of the Municipal Public Health and Wellbeing Plan, delivery of Aged and Disability services, Children and Youth services and other community service/wellbeing programs and by developing and culturing partnerships and collaborative working relationships.

Council staff

Staff farewells

Over 15 years		
Colin McClelland	Duncan Campbell	Leigh Poyner
Marjorie Ross	Suzanne Pickles	Tony Bellenger
Over 10 years		
Robert Haw	Sandra Steel	
Over 5 years		
Billy Griffin	Bradley Hutton	Darrell Jennings
Pauline Yorston	Shannon Brown	
Under 5 years		
Aaron Day	Alexandra Jefferies	Allan Bawden
Anne Donovan	Christopher O'Flaherty	Elizabeth Gloster
Gregory Williams	Indivar Dhakal	Marcus Lea
Maxwell Gaynor	Michael Dejong	Nathan Grigg
Patrick Merrin	Rachel Rowett	Sandra Griffin
Susan E Smith	Suzi Kirkham	

Welcome to new staff

Amy Holmes	Anil Abraham	Daniel McQueen
Barbara Lomas	Daniel Rossi	Daniela Guelfo
Darcy Jackson	David Peck	Elizabeth Borg
Faith Cooper	Grant Trenwith	Hamish Catto
Jayden Baber	Kathryn Reid	Karen Apostol
Karen Garrett	Kyle Whiteoak	Mary Evans
Michael Dobbin	Pamela Brown	Patricia Barrett
Rebecca Fry	Rebecca Mayne	Rebecca Sterling
Richard Fernandez	Robina Little	Robyn Howarth
Susan Devereaux	Timothy Noordennen-Saunders	

Staff analysis

Number

As of 30 June 2020 Council had 192 staff in total, with an effective full-time equivalent staff of 135.1.

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 increased from 183 as at 30 June 2019. This is due to the recruitment of new administration roles within the office staff. There have also been additional casuals employed in Local Laws, preschools and Home and Community Care.

Status

Council has 94 full-time, 71 part-time and 27 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 98 per cent male staff. Pre-schools are all-female staff. Other worksites have a mix of female and male staff.

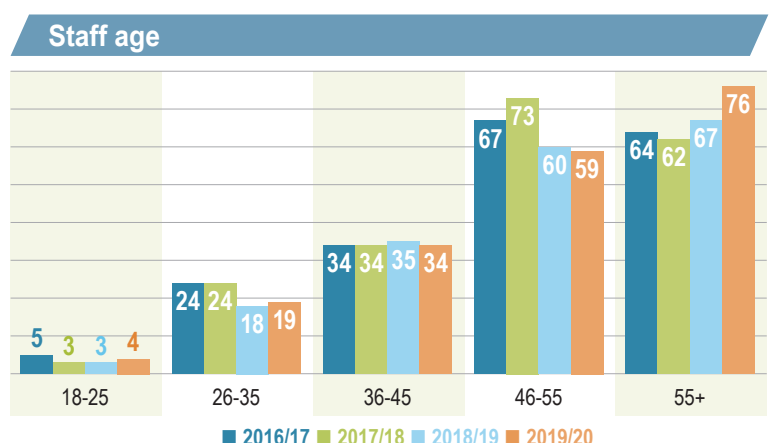
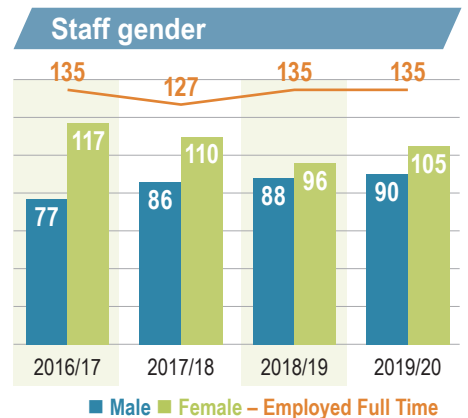
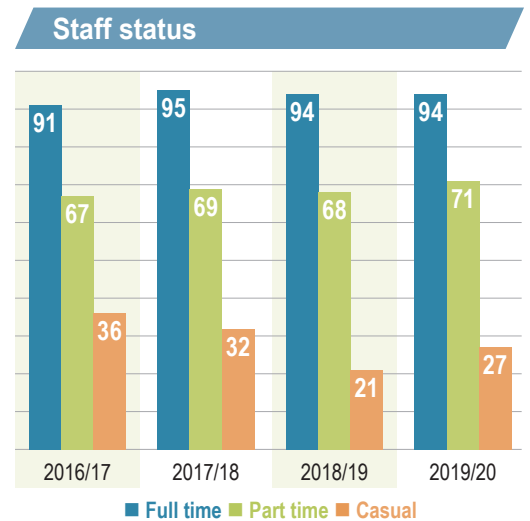
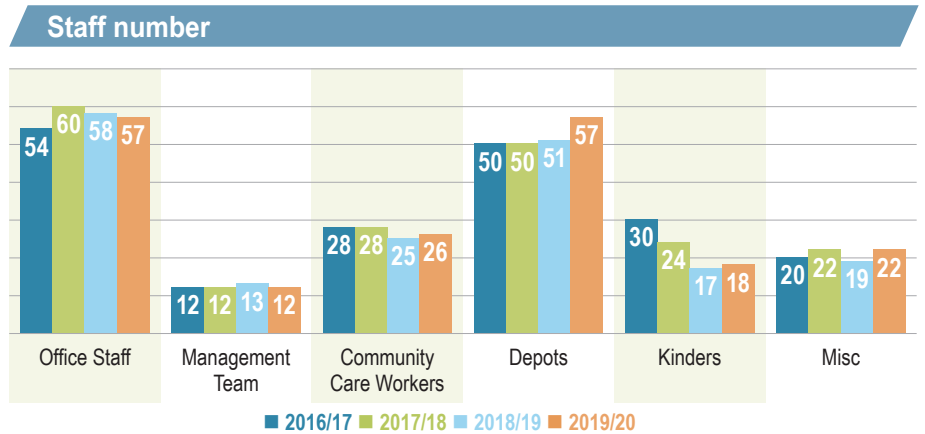
Community care and office staff has a greater proportion of females. The management team also has a slightly greater proportion of males (seven compared with six females).

Age

Council's age demographic continues to show a large proportion of staff over 46 years of age.

The number of staff in the 46 to 55 age bracket has decreased and the number in the 55+ age bracket has increased. The number in the 36 to 45 age bracket has remained steady over the last four years. There has been a slight increase in the 26 to 35 age bracket and the 18 to 25 age bracket.

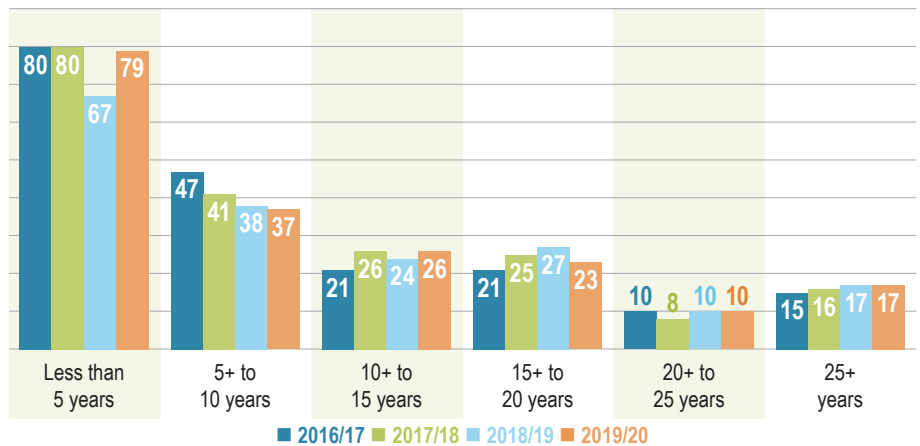
This will provide challenges for workforce planning in the future, particularly due to the high proportion of staff in the over 45 age bracket, but there are encouraging signs with a slight increase of numbers in the younger bracket.



Length of service

Some 41 per cent of staff have been employed for less than five years while 33 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.

Staff length of service



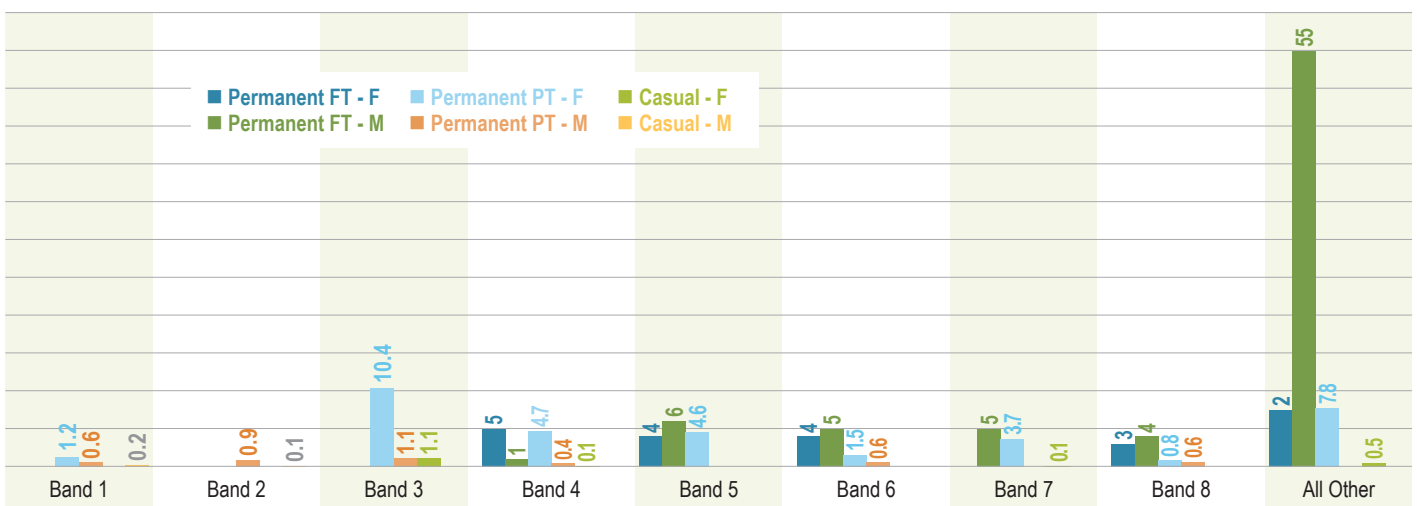
Council staff classification

Structure classification – employee type

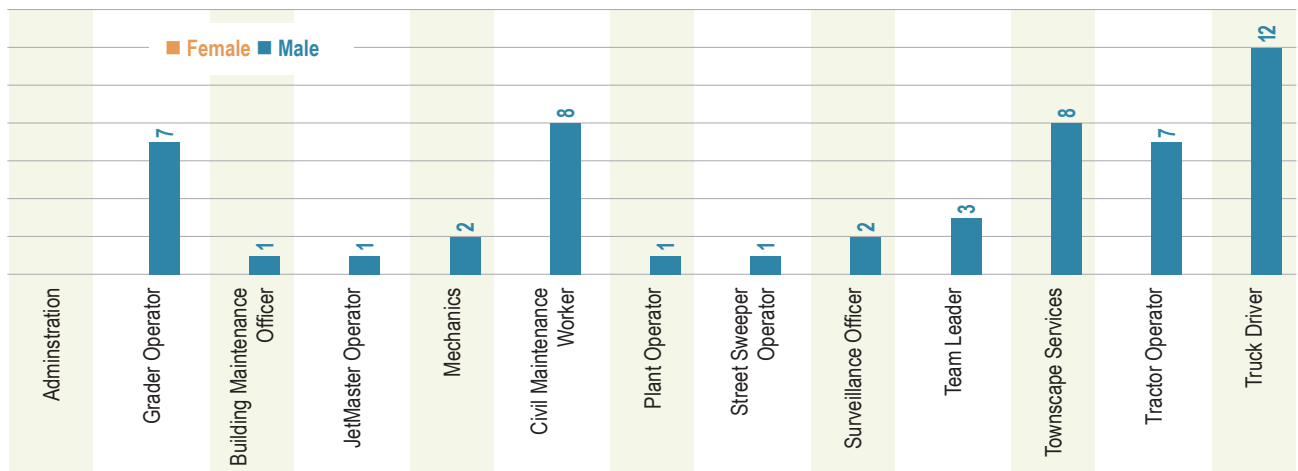
A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below. Employment classifications are Band 1 to 8 as per the Victorian Local Government Award 2001. The column ‘all other’ includes the CEO, Directors, pre-school staff and nurses. 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	5	4	4	0	3	2	18
Permanent FT - M	0	0	0	1	6	5	5	4	55	76
Permanent FT - X	0	0	0	0	0	0	0	0	0	0
Permanent PT - F	1.2	0	10.4	4.7	4.6	1.5	3.7	0.8	7.8	34.7
Permanent PT - M	0.6	0.9	1.1	0.4	0	0.6	0	0.6	0	4.2
Permanent PT - X	0	0	0	0	0	0	0	0	0	0
Casual - F	0	0	1.1	0.1	0	0	0.1	0	0.5	1.8
Casual - M	0.2	0.1	0	0	0	0	0	0	0	0.3
Casual - X	0	0	0	0	0	0	0	0	0	0
Total	2.0	1.0	12.6	11.2	14.6	11.1	8.8	8.4	65.3	135.0

Structure classification – employee type



Outdoor staff – classification structure



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.

Classification	Female	Male	Total
Administration	0	0	0
Grader Operator	0	7	7
Building Maintenance Officer	0	1	1
JetMaster Operator	0	1	1
Mechanics	0	2	2
Civil Maintenance Worker	0	8	8
Plant Operator	0	1	1
Street Sweeper Operator	0	1	1
Surveillance Officer	0	2	2
Team Leader	0	3	3
Townscape Services	0	8	8
Tractor Operator	0	7	7
Truck Driver	0	12	12
	0	53	53



Top: Equipment installed through the Healthy Heart of Victoria initiative.

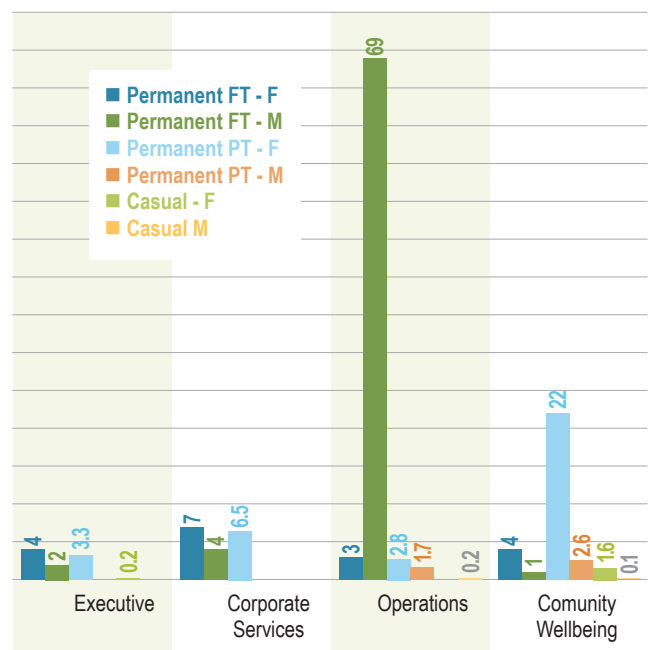
Above: Director for the Mitiamo Pipeline Project, Daniel Arnold and Mitiamo Reticulated Water Supply Committee Chair, Neil Allen at Mitiamo.

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	4	7	3	4	18
Permanent FT - M	2	4	69	1	76
Permanent PT - F	3.3	6.5	2.8	22	34.6
Permanent PT - M	0	0	1.7	2.6	4.3
Casual - F	0.2	0	0	1.6	1.8
Casual - M	0	0	0.2	0.1	0.3
Total	9.5	17.5	76.7	31.3	135

Directorate – employee type/gender



Staff recruitment and retention

Staff health and wellbeing

Council is committed to looking after the health and wellbeing of all staff. It is recognised that Council cannot address a staff member’s individual health and wellbeing needs without the cooperation of that person.

Council provides a healthy workplace by:

- developing, in consultation with staff, workplace-specific programs to address lifestyle, health, fitness and safety issues
- encouraging staff wellness and proactively managing risk of illness
- encouraging staff to take periodic annual leave (where relevant) to maintain a positive balance between work, life, family and friends
- actively promoting exercise, healthy eating and a smoke-free environment to improve or maintain staff members’ personal wellbeing
- providing targeted health and wellbeing programs

Programs offered to all staff in 2019/20 included:

- Flu vaccinations – 75 employees
- Yoga – 15 employees
- Health assessments – 24 employees
- Active April – 25 employees total hours of exercise 698 hours 2 minutes
- Hearing tests – 92 employees
- Steptember – 20 employees total funds raised \$715, total steps taken 6,786,913 equalling 4186.30km, total calories burnt 932,743

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 is developing an action plan for a health and wellbeing program going forward.

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. Staff are picked 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

In August 2017, an Enterprise Bargaining Committee, comprising management representatives, nominated workplace union delegates and union industrial officers was established to negotiate a new Enterprise Agreement for Council employees.

After a lengthy bargaining process, staff voted in favour of the proposed agreement in September 2018. The new agreement was approved by the Fair Work Commission on 11 April 2019. This new agreement 'Loddon Shire Council No 8, 2018' will expire on 30 December 2020.

Early Education Employees Enterprise

Council's early years staff are employed under the Early Education Employees Enterprise Agreement. This agreement is a multi-employer enterprise agreement; the current agreement expires on 31 July 2019.

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.



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. Staff located at the Wedderburn and Serpentine offices, Boort, Newbridge, Pyramid Hill and Wedderburn depots, plus some remote workers in the Community Services Department, have access to the intranet.

All staff meetings

Council holds quarterly all-staff meetings. These meetings are an opportunity to provide staff with information about current events, presentations by external groups, all-staff training, recognise staff achievements (both personal and professional) and the opportunity to ask questions of the executive.

These meetings include an all-staff end of year meeting. The meeting provides staff with an opportunity for informal interaction with their colleagues, managers and Councillors, and provides Council with the opportunity to thank staff for their efforts throughout the year.

The December 2019 end of year meeting was held at the Newbridge Recreation Reserve.



Let's get healthy with physical exercise at home or together.

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.

At the all-staff meeting in November 2019, 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 5, 15, 25, 35 years were presented with Certificates of Recognition.

They were:

30 years of service – certificate and badge	
Denise Kosmatos	Michele Schmidt
25 years of service – certificate	
Alan Last	
20 years of service – certificate and badge	
Bill Chalmers	Julie Ritchie
Kerry Younghusband	Shayne Morris
15 years of service – certificate	
Deanne Caserta	Michelle Hargreaves
10 years of service – badge and certificate	
Pauline Brown	
5 years of service – certificate	
Michael Thornton	Paula Yorston
Teresa Pardy	



Above and right: Staff recognition celebration dinners.

The May 2020 all-staff meeting was cancelled due to COVID-19 restrictions. The following staff were due to receive their service recognitions and will be receiving them at a later date.

40 years of service – certificate	
Evelyn Morrison	Graeme Smith
Owen Bailey	
10 years of service – badge and certificate	
Carolyn Stephenson	Carleena Hughes
Louise Bewley	Sally Maxted
Sara Nesbit	
5 years of service – certificate	
Leanne Rollinson	Melisa Kennedy
Vera Hanson	

The Staff Recognition Policy also provides a formal recognition of service for staff members who have completed five year increments of continuous service for 10 years or more. They will be invited to attend a service recognition dinner with Councillors, Senior Executive Staff, their direct line manager and their partners.

The first of three dinners was held in November 2019 at Boort and Newbridge hotels with 32 staff and their partners invited. A short citation about each staff member who attended was read out.



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.

Professional development

Staff training program

Council is committed to providing staff with access to training and development opportunities that will enable continuous learning and career growth in line with individual aspirations and Council's goals.

At the annual staff development review, employees identify training they would like to undertake the following year. Council also provides training that is required for legislative purposes and to keep qualifications current.

Council has a Study Support Policy that is available to permanent employees with more than 12 months service.

During the year, Council staff undertook training courses in the following areas:

Managing risk

Chemical Handling

Contact Officer Training

First Aid and Cardiopulmonary Resuscitation (CPR) Training

Health and Safety Representative (HSR) Refresher Training

Skid Steer Loader Operations

Loddon essentials

Loddon Induction

Raising purchase orders

Using Compliant Supplier Database

Using Loddon Content Manager for records management

Using Merit for customer requests

Using Mxie/ZAC to manage calls

Using RelianSys to manage compliance



Above: Farewell to Duncan Campbell after 15 years with other Finance department staff.

Above left: Staff recognition celebration dinner Community Wellbeing staff Michele Schmidt, Lyn Jenzen and Sue Pickles.

Left: Staff recognition celebration dinners, Dale Stephenson over 40 years of service.

Loddon leadership and personal effectiveness

Building Confidence in Working in Animal Management and Compliance

Certificate IV in Leadership and Management

Community Engagement

Diploma of Human Resource Management

Effective Consultative Committee

Good Governance

LGPro Ignite Program

Next Steps in Culture

Project Governance Executive Program

Rural Women's Professional Development

Workplace Manslaughter Legislation

Local Government essentials

Cybercrime

eLearning Compliance Modules:

- Equal Employment Opportunity
- Fraud and Corruption Awareness
- Information Privacy
- Loddon Child Safe Standards
- Loddon Induction
- Occupational Health and Safety
- Procurement
- Victorian Charter of Human Rights and Responsibilities
- Workplace Bullying and Harassment

Freedom of Information

Induction to Local Government

Workplace Equality and Respect

Working productively

Designing Easy to Read Resources

Job related training

Civil Design Features

Digital Marketing

Fringe Benefits Tax

Planning Enforcement Options

Smarty Grants

Taxation and Payroll Seminar

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:

- Jen Dougall – Diploma of Human Resource Management
- Melissa Downton – Bachelor Early Childhood Education

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



Volunteers Week 2020.

Traineeships

Council supports staff who are prepared to undertake traineeships in their field.

The following staff member completed a traineeship this year:

- Daniel McNish – Certificate III in Landscape Construction

Qualifications attained

The following staff completed qualifications during the year:

- Jen Dougall – Certificate IV Training and Assessment
- Trudi Van De Wetering – Bachelor Early Childhood Education

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

Secondary school students

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:

- Dale Kleehammer
- Emily Glenister
- Krystal Gloster

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 2019/20 Council did not host any students under this program.

Preventing violence against women

Council introduced a Family Violence clause in its Enterprise Agreement No. 6 2011. This clause provides staff with 20 days special leave each year to deal with family violence.

The clause in the Enterprise Agreement safeguards security of employment for employees experiencing family violence, as well as providing workplace support to enable them to be safe at home and at work.

The 20 days special leave can be used for medical appointments, legal proceedings and other activities relating to family violence. Carer's leave is also offered for employees who are supporting a person experiencing family violence.



Loddon Tourism staff farewelling Sandra Steel.



Loddon Procurement Strategy team.



Listen Learn and Lead Gender Equity Workshop September 2019.

Local Government Free from Violence Program

Council submitted a project proposal to the Local Government Free from Violence Program and was successful in obtaining one-off funding of \$61,940 to allocate to the project.

Council's project is called 'Leading Gender Equity in Our Workplace and Community'. This project is the first stepping stone in changing the structures, social norms and practices which contribute towards gender inequity in the workplace and the greater community. It builds on the knowledge and strategies identified through the Local Government Victoria Listen Learn and Lead Gender Equity Program.

The project has four primary objectives:

- to build primary prevention capacity within the organisation that can be expanded into the community
- to ensure Council maintains a gender equity-based approach to all organisational operational activities

- to promote Council as an organisation in which women and men are equally represented, valued and rewarded
- to develop an internally focused Gender Equity Strategy setting out the key focus areas and actions Council will take to address gender inequity, family violence and violence against women in the broader community for the following five years

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 and Risk Management 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.



Immunisation program for Loddon Shire staff receiving their flu vaccination.



Our performance

Hard Hill Reserve Wedderburn.

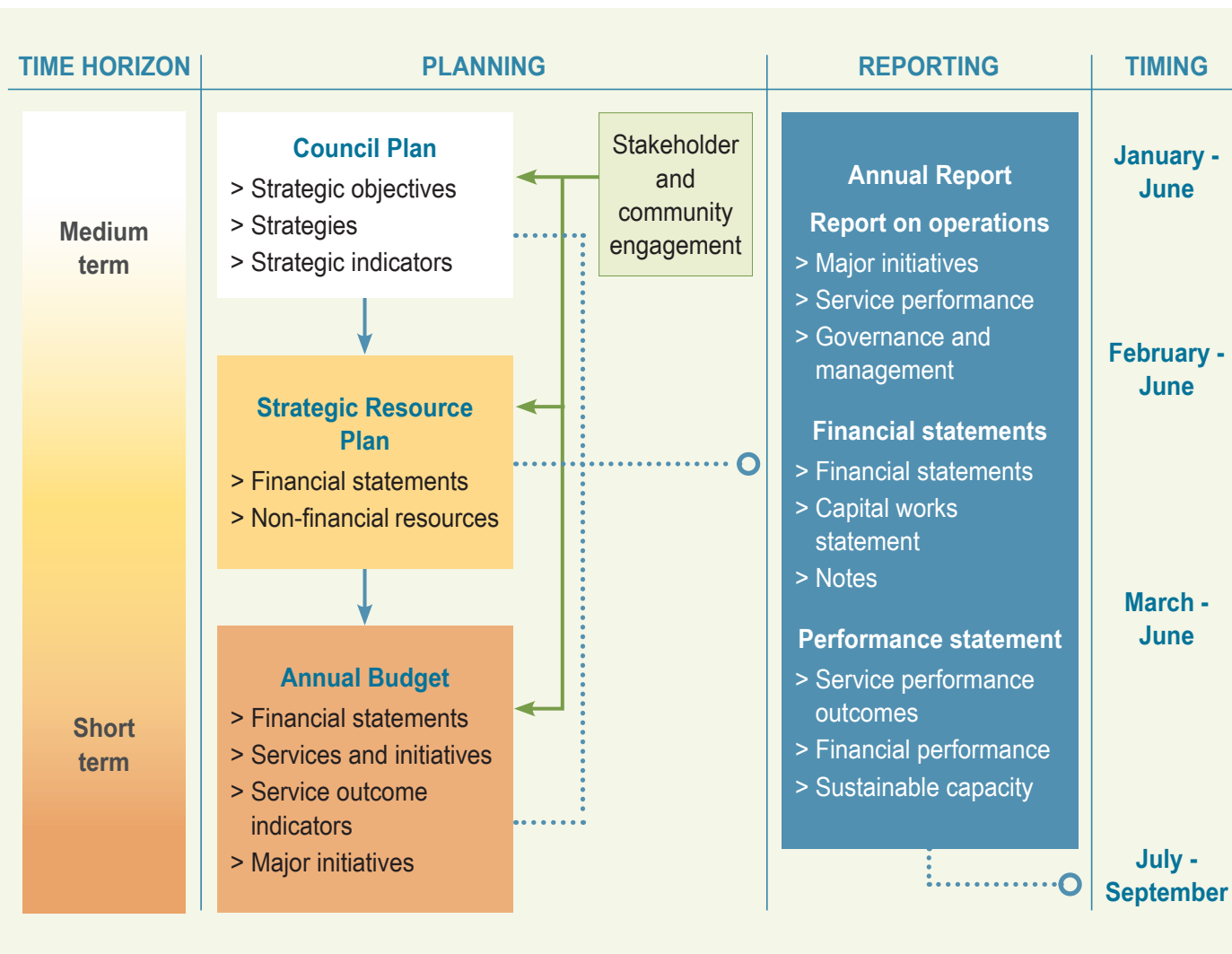
The northern part of the Shire features broad flat plains of dry land, wetlands, rivers, lakes, woodlands and irrigated farming areas as well as granite outcrops and well-preserved heritage and cultural features.

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:

Strategic Platforms 2017-2021



Population

Grow and invigorate Loddon's population



Economic Prosperity

Support development of a prosperous and diverse economy



Liveability

Develop attractive, vibrant and well-serviced communities



Sustainability

Provide leadership which contributes to the sustainability of our region



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 2019/20 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 2019/20 is the second year of the four year plan it is expected that a number of the indicators will be works in progress.





Strategic Theme 1: Population

Objective: Grow and invigorate Loddon's population

Strategic Indicator	Status	Comment
Implement the Donaldson Park Master Plan	In progress	The funding commitment has been confirmed by the National Party's new member for Mallee, Anne Webster for \$2.5M from the Community Development Grants Programme, regional programs, Regional Development and local government. This amount, combined with the funds from other sources, will enable the implementation of the Donaldson Park Master Plan.
Complete feasibility study for childcare services	In progress	Draft document is in final stages to be presented to Council in the coming months.
Complete business case for childcare services	In progress	Draft document is in final stages to be presented to Council in the coming months.
95% or more of road defects completed within time frame allocated	Complete	During the fourth quarter of 2019/20 financial year, 99.4% of all date imposed defects were completed before their due date.
Complete reviews of Asset Management Plans	In progress	The Building Asset Management Plan was adopted in October 2019. Bridges, Urban Drainage and Footpath Asset Management Plans will follow.
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	In progress	During 2019/20 there were 16 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 2019/20 budget which help to grow and invigorate Loddon's population:

Service	Description
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.



Fun in the sun at Little Lake Bort.



Strategic Theme 2: Economic Prosperity

Objective: Support development of a prosperous and diverse economy

Strategic Indicator	Status	Comment
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	In progress	Forums continue to be held on a quarterly basis by the Loddon Valley Tourism Network. This has been interrupted by COVID-19 restrictions, however, online training opportunities are being promoted when available.
Pursue advocacy opportunities for water security initiatives which support economic development as they arise	In progress	The economic analysis for the business case to support the Newbridge water and sewerage project has been developed, and 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 for review by June 2021.
Pursue advocacy opportunities for essential infrastructure and services	In progress	Council had some success in achieving positive outcomes using the "priorities" document in the State elections. A number of priorities remain outstanding and opportunities were taken to promote those in the lead up to the Federal election in 2019. Loddon Shire is also actively participating in the development of the "Loddon Campaspe Investment Prospectus" that includes a number of Loddon's priorities. This Prospectus was used as an advocacy tool for the Federal election.
Provide communication and training opportunities about available grants and tender processes	In progress	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 is scheduled to be reviewed by Council's internal policy review group in June 2020.

Services:

The following statement provides information in relation to the services funded in the 2019/20 budget which help to support development of a prosperous and diverse economy:

Service	Description
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.



Loddon Visitors Information Centre.



Strategic Theme 3: Liveability

Objective: Develop attractive, vibrant and well-served communities

Strategic Indicator	Status	Comment
Implement streetscape improvements in key townships	Complete	The Wedderburn Streetscape Improvement Project was officially opened in November 2018. Work has commenced on preparing for the improvement of the Pyramid Hill Streetscape.
Identify and manage rectification of unsightly premises	In progress	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. A Volunteer Support Officer has been appointed to assist with the implementation of the strategy.
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 temporarily 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	In progress	The Building Asset Management Plan was adopted in October 2019. Other asset management plans will have their own asset rationalisation plan. A Small Towns Policy is being developed and service level reviews are commencing which will both assist in the identification of assets which can be rationalised.
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, work is being done to advocate for the Mitiamo pipeline project. This has been listed in the Regional Partnerships priorities as a key outcome for the Loddon Shire. In addition, water for the reservoirs at Skinners Flat, Wedderburn and Inglewood is being negotiated with Grampians Wimmera Mallee Water so as to secure water at recreational lake water prices to maintain a level suitable for ongoing recreational use.



Loddon Visitor Information Centre volunteers on a day out visiting Laanecoorie.

Services:

The following statement provides information in relation to the services funded in the 2019/20 budget which help to develop attractive, vibrant and well-served communities:

Service	Description
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: disability access 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, 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

Strategic Indicator	Status	Comment
Complete a minimum of three service delivery reviews per year	In progress	A service planning project has identified 46 services delivered by Council. Council's financial reporting has been improved to enable the cost of these services to be more accurately identified, and work in underway to confirm current service levels and demands. This work will ensure Council is able to meaningfully engage with the community to understand service expectations. The benefit of undertaking this work is that Council can review service delivery and alter its approach to ensure sustainable delivery of services.
Complete Urban Drainage Asset Management Plan	In progress	Consultants are working on the Pyramid Hill Drainage Strategy and a tender has been issued for capturing data for input into the Urban Drainage Asset Management Plan which will be developed over the next few years.
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.
Complete a long-term community plan for Loddon Shire	In progress	The new Community Plan Framework was adopted by Council in November 2019.
Review the Community Support Policy	In progress	Preliminary draft of the policy completed, to be finalised and reported to Council.
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 2019/20 budget which contribute to the sustainability of our region:

Service	Description
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.



Bridgewater on Loddon picturesque redevelopment along the riverside.



Strategic Theme 5: High Performance Organisation

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

Strategic Indicator	Status	Comment
Prepare an annual budget with a budgeted cash surplus	Complete for 2019/20	The adopted budget for year ending 30 June 2021 included a cash surplus of \$96K.
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 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.
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 about to commence from July 2020 when the Project Director has been appointed.
Replace phone system	Complete	The new phone system was implemented in June 2018.
80% of Strategic Indicators met by 30 June 2021	In progress	Of the 45 strategic indicators for the 2017-2021 Council Plan, 25 (55%) have been completed (target 60%) with the remaining strategic indicators in progress. This is on track to completing 80% by 30 June 2021.
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.

Strategic Indicator	Status	Comment
Maintain an ongoing focus on the principle of continuous improvement	In progress	Council is involved in a collaborative project with five other councils to establish shared corporate systems. The outcome of this project will be increased efficiency in the delivery of corporate services. A project director has been appointed and will start to deliver on the project outcomes, providing systems that will improve service delivery to the community.

Services:





The following statement provides information in relation to the services funded in the 2019/20 budget which help to enable sound decision making and support a high performing and customer-focused organisation:

Service	Description
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.
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.
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 2019/20 budget

Major initiatives

For 2019/20 Council identified the following as major initiatives:

Strategic theme	Executive	Corporate Services
 Population	Provision of vacant land zones for residential development in and around towns.	As a result of the completion of the Settlement Strategy 2019-2034, vacant land in and around towns has been identified.
 Economic Prosperity	Complete a review of the Tourism Strategy.	New Economic Development and Tourism Strategy adopted 26 November 2019.
 Liveability	Provide communication and training opportunities about available grants and tender processes.	Details of available grants have been communicated via Council's Mayoral Column and social media. Council's suppliers and community have been notified of e-Procure, Council's tender processing system via email and Mayoral Column.
 Sustainability	Review the Communication and Community Engagement Policy.	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.



Performance against the Local Government Performance Reporting Framework

Service performance indicators

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

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Aquatic Facilities						
Service standard						
AF2	Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.60	1.40	With a continued focus on complying with the Public Health and Wellbeing Act Regulations 2019, the number of required follow up visits to Council's public swimming pools was less this year.
Utilisation						
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	3.23	3.06	2.93	2.60	During 2019/20 the municipality experienced extreme weather days such as code red days and cold weather which impacted on opening time. Council's pools are operated by contractors who manually collect utilisation data. This lack of auto capture can result in inaccurate mapping of utilisation. There were fewer breakdowns and capital works this year however some breakdowns such as solar heating may have impacted on numbers attending.
Service cost						
AF7	Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	New in 2020	\$28.98	This is a new indicator. The cost per visit has increased from last year, attributable to the drop in attendance figures against a rise in cost of operating and maintaining Council's pools. Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Animal Management						
Timeliness						
AM1	Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	2.43	1.00	1.00	1.00	Council's animal management staff aim to respond to all animal management requests on the same day. If this is not possible then staff prioritise the response for the next business day.
Service standard						
AM2	Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	20.22%	71.43%	40.58%	52.50%	During the past 12 months there have been 40 impoundments, of these 19 dogs and two cats were reclaimed.
AM5	Animals rehomed [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	New in 2020	45.00%	During the past 12 months there have been 40 impoundments with 19 dogs and two cats reclaimed, of the remaining 19 animals 10 were dogs and nine were cats. Nine out of the 10 dogs as well as the nine cats were rehomed. Unfortunately one dog was not suitable for rehoming as it had been involved in an unprovoked attack on another dog. Note: New measure for 2019-20 financial year.
Service cost						
AM6	Cost of animal management service per population [Direct cost of the animal management service / Population]	New in 2020	New in 2020	New in 2020	\$8.99	Loddon Shire Council is a large geographic area with a dispersed population. This increases the cost per population for services such as animal management. Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.
Health and safety						
AM7	Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	New in 2020	0.00%	There has been no matters requiring prosecution during the reporting year. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Food Safety						
Timeliness						
FS1	Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.50	1.00	1.00	1.67	Council's food safety staff aim to respond to food safety complaints on the same day. When this is not possible the response is prioritised for the next business day. During this year a number of complaints were actioned in two days instead of one.
Service standard						
FS2	Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	97.98%	73.53%	90.63%	111.46%	Council's registration period runs from 1 Oct to 30 September. Sometimes premises that are inspected early in the calendar year can be inspected later in the calendar year but they still receive only one inspection per registration period.
Service cost						
FS3	Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$165.08	\$148.59	\$112.34	\$538.07	Loddon Shire Council is a large geographic area with a dispersed population and comprises small rural towns with limited food premises. Consequently Council has allocated an adequate but much smaller resource than may be required in another local government area to deliver the same service.
Health and safety						
FS4	Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	100.00%	Council continues to follow up critical and major non-compliance outcomes in a timely manner.



Pyramid Hill Fiesta celebrations.



2019 opening of exercise stations.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Governance						
Transparency						
G1	Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	11.76%	15.21%	9.29%	10.36%	Council continues to focus on making decisions in meetings open to the public wherever possible.
Consultation and engagement						
G2	Satisfaction with community consultation and engagement	55.00	51.00	52.00	57.00	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Attendance						
G3	Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	100.00%	100.00%	98.92%	100.00%	

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Governance						
Service cost						
G4	Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$44,874.20	\$46,641.20	\$44,406.40	\$45,372.20	
Satisfaction						
G5	Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55.00	48.00	50.00	57.00	As a result of community feedback, Council has identified the need to better communicate its decisions to the community including the rationale for those decisions. Consistent resourcing of communications and messaging through media and social media has strengthened Council's communication with the community. This has resulted in increases over the last two years.



Soldiers Memorial Park fence rejuvenation.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Libraries						
Utilisation						
LB1	Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	2.81	2.78	2.83	2.57	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 [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	70.59%	75.01%	72.00%	72.00%	
Participation						
LB4	Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	8.19%	7.21%	7.01%	7.30%	
Service cost						
LB5	Cost of library service per population [Direct cost of the library service / Population]	New in 2020	New in 2020	New in 2020	\$28.23	Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.
Maternal and Child Health (MCH)						
Service standard						
MC2	Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	100.00%	100.00%	101.64%	Council's results have remained above 100%. Development and growth assessments along with parent education and wellbeing are some of the key features of the service.
Service cost						
MC3	Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$65.94	\$80.48	\$73.25	\$76.80	The cost of the service has slightly increased, staffing numbers and hours have been stable throughout the year.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Maternal and Child Health (MCH) <i>continued</i>						
Participation						
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	69.75%	65.14%	65.54%	83.37%	Council have achieved an average of 83.37% compliance with the Key Ages and Stages framework. This is a 27% increase on participation rates from 2018/19.
Participation						
MC5	Participation in the MCH service by Aboriginal 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	56.25%	83.33%	56.67%	85.71%	Council have been working closely with other services including Aboriginal Health Services, Department of Health and Human Services, Department of Education and Family Services to increase participation of Aboriginal children. These partnerships have seen an increase in participation of the Maternal and Child Health Service.
Satisfaction						
MC6	Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	New in 2020	91.80%	Council have achieved a participation rate of 91.8% in the 4-week Key Age and Stage visit. Participation in the Maternal and Child Health Service has been affected by the coronavirus pandemic.



Water fun at Little Lake Boort.



Appin South bridge.



Sloans Road Bridge.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Roads						
Satisfaction of use						
R1	Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	18.62	35.63	9.52	11.95	Apart from 2017/18 where unsealed local roads and sealed local roads request data was combined, requests for action on sealed local roads has been consistently lower than many other local government areas. Council put significant effort into ensuring that our sealed local roads are maintained in the most effective way possible.
Condition						
R2	Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	100.00%	98.83%	100.00%	99.90%	Council puts significant effort into maintaining the quality of its sealed local road network.
Service cost						
R3	Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$34.55	\$35.92	\$40.24	\$42.05	Council strives to deliver sealed local road reconstructions in the most efficient way possible.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Roads continued						
Service cost						
R4	Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$3.46	\$3.93	\$4.01	\$4.93	Asphalting works in Inglewood incurred a larger unit rate than works in previous years.
Satisfaction						
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	50.00	50.00	52.00	47.00	Notwithstanding Council's efforts in providing an efficient and effective sealed local road network at the lowest possible cost and even though Council receives relatively low customer requests, customer satisfaction with sealed local roads is consistently low. Council does receive many requests relating to the State Government road network as many within the community do not distinguish between Council and State Government roads. This may be influencing the community's satisfaction with the road network in general as opposed to sealed local roads specifically.



Murphys bridge.



Solar bollards Pyramid Hill.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Statutory Planning						
Timeliness						
SP1	Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	51.00	56.00	40.50	48.50	Council endeavours to process and resolve planning applications in the most constructive way possible. The size and complexity of applications can vary greatly, impacting on the time taken to decide planning applications. Council is committed to providing the most efficient planning service as possible.
Service standard						
SP2	Planning applications decided within required time frames [(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	60.00%	62.96%	72.45%	78.76%	Council is committed to improving its performance in processing applications within the set timeframes within its limited resources. Gradually over time Council has made some progress as indicated by this indicator.
Service cost						
SP3	Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$522.47	\$532.05	\$1,922.90	\$1,224.29	Council is committed to providing an efficient and cost effective statutory planning service that it possibly can within its limited resources. From time to time it is required to engage external services that can significantly impact its usual costs.
Decision making						
SP4	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	0.00%	100.00%	0.00%	There were no applications before VCAT.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Waste Collection						
Satisfaction						
WC1	Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	43.52	12.95	100.15	69.63	Closer monitoring of the kerbside collection contract and consistency with kerbside collection drivers has improved the amount of requests received.
Service standard						
WC2	Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.54	2.17	5.70	2.19	Closer monitoring of the kerbside collection contract and consistency with kerbside collection drivers has improved the amount of missed bin requests received.
Service cost						
WC3	Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$127.31	\$116.13	\$121.68	\$138.75	Loddon Shire is a large geographic area with a dispersed population. This is a significant challenge for managing the cost of delivering this service.



South Wedderburn tank.

	Service Performance Indicators [Service / indicator / measure]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
Waste Collection <i>continued</i>						
Service cost						
WC4	Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$59.76	\$60.81	\$90.43	\$78.86	Kerbside recyclable collection service is currently a significant national challenge. This is leading to increasing costs for the foreseeable future if Council is to continue to provide this service.
Waste diversion						
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	22.95%	21.89%	26.38%	28.12%	As far as practicable Council is committed to increasing kerbside waste collection diversion from landfill.

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.

In 2017/18, Council changed its provider for the survey to enable a better survey frequency in 2019/20. In 2019/20 Council changed its provider again however the frequency of surveying remained the same.

Further details are available at www.loddon.vic.gov.au/Our-Council/Community-Satisfaction-Surveys



Detector Jamboree.



Governance management

Kooyoora State Park.

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.

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.

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

The community has many opportunities to provide input into Council's decision making processes including community consultation, the ability to address Council on specific topics at monthly Council Forums, involvement in Council's Special Committees and feedback on draft publications.

Council's formal decision making processes are conducted through Council meetings and Special Committees of Council.

Council delegates the majority of its decision making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Meetings of Council

Council conducts open public meetings on the fourth Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission or speak to an item. For the 2019/20 financial year Council held 11 ordinary Council meetings and one special Council meeting.

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 152 functions while the other Councillors combined attended 394.

Special committees

Committees appointed by Council

Under Section 86 of the Local Government Act 1989 (the Act), Council may establish special committees comprising Councillors, Council staff and other persons.

The purpose of establishing a committee is to delegate some of Council's functions and responsibilities to a local level.

Council's committees are made up of dedicated community members who give their time and energy to the committees they represent.

Some committees manage facilities, while others exist to promote tourism and economic development within the Shire.

By instrument of delegation, Council may delegate any of its functions, duties or powers to a special committee, although there are certain functions that cannot be delegated and these are listed under the Act.

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 on its own.

Council's current list of Section 86 committees of management include:

Special Committee of Management	Purpose
Boort Aerodrome Committee of Management	To administer, manage and control the facility known as the Boort Aerodrome.
Boort Memorial Hall Committee of Management	To administer, manage and control the facility known as the Boort Memorial Hall.
Boort Park Committee of Management	To administer, manage and control the facility known as Boort Park.
Boort Tourism Development Committee of Management	To promote economic development and tourism in the region. To facilitate events that support economic development and tourism in the region.
Bridgewater on Loddon Development Committee of Management	To administer, manage and control the facility known as the Bridgewater on Loddon Memorial Hall.
Campbells Forest Hall Committee of Management	To administer, manage and control the facility known as the Campbells Forest Hall.
Donaldson Park Committee of Management	To administer, manage and control the facility known as Donaldson Park.
East Loddon Community Centre Committee of Management	To administer, manage and control the facility known as the East Loddon Community Centre.
Inglewood Community Elderly Persons Units Committee of Management	To administer, manage and control the facility known as the Inglewood Community Elderly Persons Units.
Inglewood Community Sports Centre Committee of Management	To administer, manage and control the facility known as the Inglewood Community Sports Centre.



Historic church Korong Vale.

Special Committee of Management	Purpose
Inglewood Town Hall Hub Committee of Management	To administer, manage and control the facility known as the Inglewood Town Hall Hub.
Jones Eucalyptus Distillery Site Committee of Management	To administer, manage, and control the facility known as the Jones Eucalyptus Distillery Site, excluding the site as defined in the Memorandum of Understanding between the Committee and FBG (the land).
Kingower Development and Tourism Committee of Management	To promote economic development and tourism in the region. To facilitate events that support economic development and tourism in the region. To administer, manage, maintain and control the area known as the Village Green Church Kingower.
Korong Vale Mechanics Hall Committee of Management	To administer, manage and control the facility known as the Korong Vale Mechanics Hall.
Korong Vale Sports Centre Committee of Management	To administer, manage and control the facility known as the Korong Vale Sports Centre.
Little Lake Boort Committee of Management	To administer, manage and control the facility known as Little Lake Boort.
Loddon Southern Tourism and Development Committee of Management	To promote economic development and tourism in the region. To facilitate events that support economic development and tourism in the region.
Pyramid Hill Memorial Hall Committee of Management	To administer, manage and control the facility known as the Pyramid Hill Memorial Hall.
Pyramid Hill Swimming Pool Committee of Management	To administer, manage and control the facility known as the Pyramid Hill Swimming Pool.
Wedderburn Community Centre Committee of Management	To administer, manage and control the facility known as the Wedderburn Community Centre.
Wedderburn Engine Park and Market Square Reserve Committee of Management	To administer, manage and control the facility known as the Wedderburn Engine Park and Market Square Reserve.
Wedderburn Mechanics and Literary Institute Hall Committee of Management	To administer, manage and control the facility known as the Wedderburn Mechanics and Literary Institute Hall.
Wedderburn Tourism Committee of Management	To promote economic development and tourism in the region. To facilitate events that support economic development and tourism in the region. To administer, manage, maintain and control the Government Battery, Hard Hill Wedderburn. To administer, manage, maintain and control Hard Hill Tourist Reserve, a Crown land reserve with a community committee of management. The Hard Hill Tourist Reserve has provided permission for the committee to utilise the site.
Yando Public Hall Committee of Management	To administer, manage and control the facility known as the Yando Public Hall.

The following committees of management have disbanded since the last annual report and are now under a management agreement:

- Serpentine Bowls and Tennis Pavilion and Reserve

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 February 2017, 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.



Bridge over Loddon River at Bridgewater on Loddon.

Councillor allowances

In accordance with Section 74 of the Act, 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, the Minister for Local Government approved an adjustment factor increase of 2 per cent effective from 1 December 2018.

At the Council Meeting on 28 February 2018 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 2018/19
Cr N Beattie	\$22,860
Cr C Condliffe	\$22,860
Cr G Curnow	\$22,860
Cr G Holt	\$22,860
Cr C McKinnon (Mayor)	\$68,295
Total	\$159,735

Councillor expenses

In accordance with Section 75 of the Local Government Act 1989, 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 2019/20 year are set out in the following table:

Name of Councillor	Travel	Car mileage	Child care	Information and communication expenses	Conferences and training expenses	Expense incurred	Total expenses
Cr N Beattie	0	\$3,903	\$0	\$641	\$0	\$0	\$4,544
Cr C Condliffe	0	\$19,104	\$0	\$763	\$686	\$0	\$20,553
Cr G Curnow	0	\$4,162	\$0	\$910	\$686	\$0	\$5,758
Cr G Holt	0	\$6,909	\$0	\$763	\$1,510	\$0	\$9,182
Cr C McKinnon (Mayor)	0	\$18,000	\$0	\$1,618	\$1,428	\$0	\$21,046
Total	0	\$52,078	\$0	\$4,695	\$4,310	\$0	\$61,083

Please note: all travel (other than mileage) relates to conferences and training and is included therein.

Management

About the 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 Committee

The Audit Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment.

Membership

Council's Audit 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)

Independent external persons:

- Mr Rodney Baker (Chair)
- Mr Alan Darbyshire
- Mr Rod Poxon
- Mr Jarrah O'Shea

Cr Holt was reappointed to the committee at the Statutory Meeting of Council held 7 November 2019.

Mr Baker was recommended as Chair of the committee for 2020 at the meeting held 20 February 2020 and Council endorsed that recommendation at the Ordinary Meeting held 25 February 2020.



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.

Audit program

The audit program was originally developed following a risk profiling exercise for Council facilitated by HLB Mann Judd, Council's internal audit firm, and involved a number of key staff from Council's various business units. The program is reviewed annually to ensure it is still relevant and efforts are being invested into areas that will receive the most benefit from review.

Internal audit reviews

During 2019/20 the following internal audits were presented to the Audit Committee:

- Review of Councillor Expenses (December 2019)
- Follow up of prior year internal audit recommendations (December 2019)
- Review of Risk Management Framework (February 2020)
- Review of Cash Handling (May 2020)

Internal audit provider

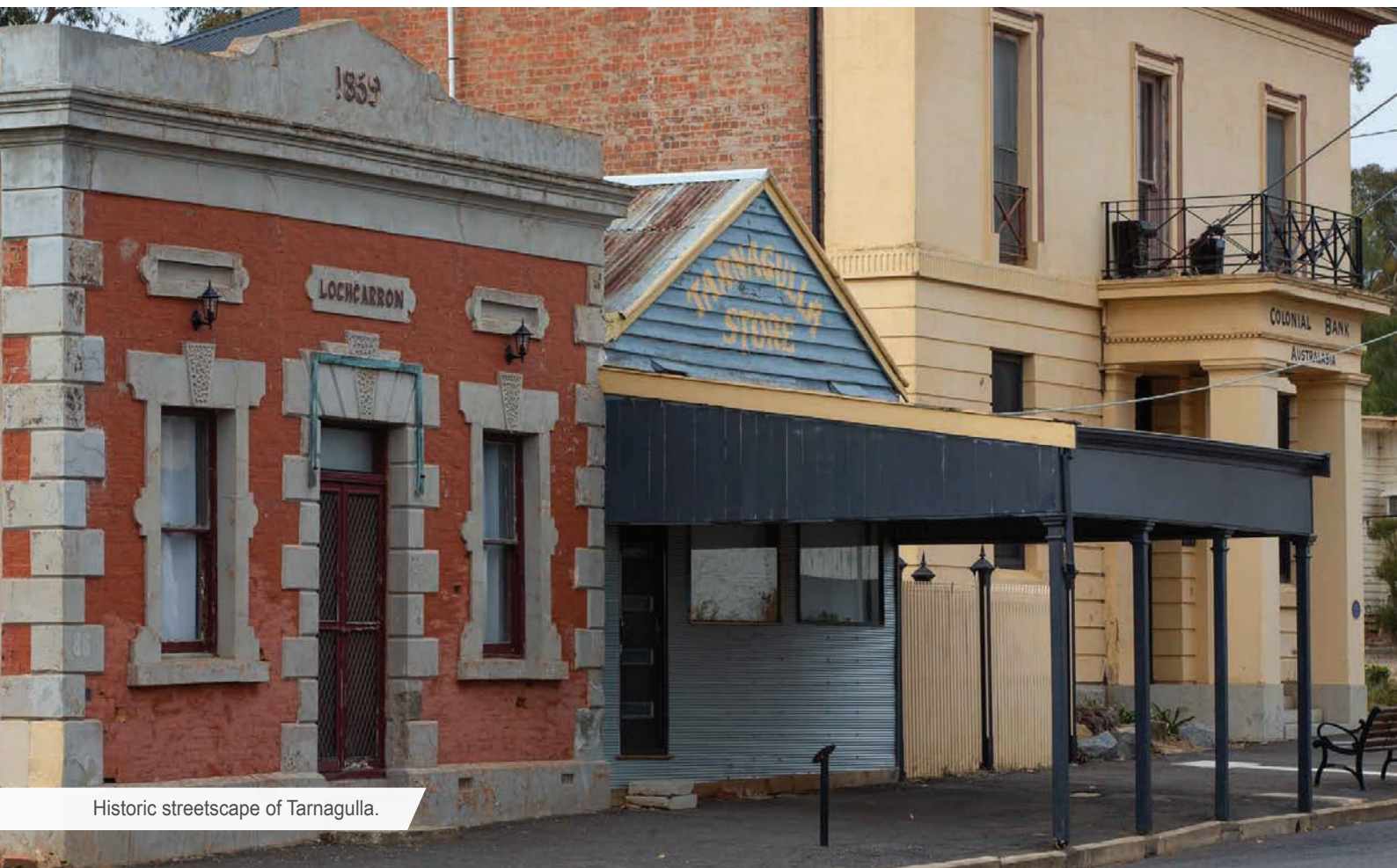
Council's internal audit provider is HLB Mann Judd Pty Ltd.

External audit

Council is externally audited by the Victorian Auditor-General. For the 2019/20 financial year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative.

The external auditors attended the December 2019 Audit Committee meeting to provide results from the external audit and in February 2020 provided the External Audit Strategy to the Audit Committee.

Actions arising from the external audit are included on the Audit Committee's outstanding action list to be completed in due course.



Historic streetscape of Tarnagulla.

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 - Internal

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 and action plan

Event Management - a Guide for Organisers of Events

Fees and Charges 2020-21

Footpath Asset Management Plan

Freedom of Information Statement

Gender Equity Action Plan

Information Technology Disaster Recovery Plan (IT
DRP) 2019

Information Technology Strategy 2017-2022

Knowledge Management Strategy (internal strategy)

Local Law No.4 - Environment

Loddon Aboriginal Community Partnership Plan
2019-2021

Loddon Healthy Minds Network Strategic Plan
2017-2022

Loddon Shire Youth Strategy 2008-2013

Municipal Early Years Plan 2014-17

Municipal Emergency Management Plan

Municipal Fire Management Plan

Municipal Heatwave Plan

Municipal Pandemic Plan

Municipal Public Health and Wellbeing Plan 2017-2021

Neighbourhood Safer Places Plan September 2019

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

Rating strategy

Records Management Strategy 2018-2022

Recreation Strategy 2015-2020

Risk Management Framework

Road Asset Management Plan 2017-2021

Road Management Plan 2017

Roadside Management Plan

Rural Zones Review

Settlement Strategy

Staff, Volunteers and Contractors Code of Conduct

Strategic document, policy and procedure framework

Swimming Pool Improvement Plan 2018-22

Tourism Marketing Plan

Volunteer Strategy 2018-22

Waste Management Strategy 2011-2016

Workforce Plan 2020/21

Year 1 Action Plan Disability Access Inclusion Plan
2018-2021

Strategic documents

Strategic documents adopted	Meeting
Revenue and Debt Collection Policy v3	July 2019
Financial Hardship Policy v3	July 2019
Rates Policy v3	July 2019
Financial Reserves Policy v9	July 2019
Procurement Policy v9	August 2019
Loddon Aboriginal Community Partnership Plan 2019-2021 v1	September 2019
Related Party Disclosures Policy v2	September 2019
Neighbourhood Safer Places Plan - September 2019 v9	October 2019
Building Asset Management Plan v2	October 2019
Procurement Strategy 2019-2021 v1	November 2019
Disposal of Council Assets Policy v1	November 2019
Private Policy v2	November 2019
Economic Development and Tourism Strategy v1	November 2019
Election Period Policy v2	November 2019
Delivery of Funded Community Care Services Policy v3	December 2019
Settlement Strategy 2019-2034 v1	February 2020
Financial Reserves Policy v9	April 2020
Surrender of Land Policy v3	May 2020
Cemetery Policy v1	May 2020
COVID-19 Financial Hardship Policy v1	May 2020
2020/21 Budget	June 2020
2020/21 Fees and Charges Schedule	June 2020
Provision for Doubtful Debts and Writing off Bad Debts Policy v4	June 2020

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) 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.



Canoeing on the Serpentine Creek trail.

Governance and management checklist

Governance and Management Item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)
Community engagement policy	YES	28/05/2019	www.loddon.vic.gov.au/files/assets/public/our-council/policies/pol-community-engagement-policy-v1-2.pdf
Community engagement guidelines	YES	3/04/2019	For the purpose of the Local Government Act 1989, the Community Engagement Procedure constitutes the community engagement guidelines under the Local Government Performance Reporting Framework 2014.
Strategic Resource Plan	YES	23/06/2020	The Strategic Resource Plan is adopted as part of the budget each year and the Council Plan is updated annually to reflect the updated Strategic Resource Plan. www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/str-council-plan-2017-2021-v4-2020-update.pdf
Annual budget	YES	23/06/2020	www.loddon.vic.gov.au/files/assets/public/our-council/financial-reports/fin-budget-2020-21-v1.pdf
Asset management plans	YES		Bridges AMP adopted 26/07/2010 Building AMP adopted 22/10/2019 Footpath AMP adopted 24/08/2009 Parks AMP adopted 22/03/2010 Road AMP adopted 28/03/2017
Rating strategy	YES	24/04/2019	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/str-rating-strategy-v2-1.pdf
Risk policy	YES	26/02/2019	www.loddon.vic.gov.au/files/assets/public/our-council/policies/pol-risk-management-policy-v5.pdf
Fraud policy	YES	25/06/2019	www.loddon.vic.gov.au/files/assets/public/our-council/policies/pol-anti-fraud-and-corruption-policy-v4-1.pdf
Municipal emergency management plan	YES	25/08/2015	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/str-northern-victorian-integrated-municipal-emergency-management-plan.pdf
Procurement policy	YES	27/08/2020	/www.loddon.vic.gov.au/files/assets/public/our-council/policies/pol-procurement-policy-v9.pdf
Business continuity plan	YES	28/06/2016	The Business Continuity Framework is an internal document.
Disaster recovery plan	YES	11/09/2019	The IT Disaster Recovery Plan in an internal document.
Risk management framework	YES	26/02/2019	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/str-risk-management-framework-v2-1.pdf
Audit Committee	YES	23/06/2020	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/str-audit-and-risk-committee-charter-v9.pdf
Internal audit	YES	22/01/2019	The internal auditors are in the second year of their four year contract.

Governance and Management Item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)
Performance reporting framework	YES	26/05/2020	www.loddon.vic.gov.au/files/assets/public/str-performance-reporting-framework-v5.pdf
Council Plan reporting	YES		Annual report - 22/10/2019 Half year report - 25/02/2020
Financial reporting	YES		27/08/2019 25/02/2020 24/09/2019 24/03/2020 22/10/2019 28/04/2020 26/11/2019 26/05/2020 28/01/2020 - November and December reports 23/06/2020
Risk reporting	YES		24/09/2019 24/03/2020
Performance reporting	YES		24/09/2020 24/03/2020
Annual report	YES	22/10/2019	www.loddon.vic.gov.au/Our-Council/Annual-Report
Councillor Code of Conduct	YES	14/02/2017	www.loddon.vic.gov.au/files/assets/public/our-council/plans-and-strategies/str-councillor-code-of-conduct-v4-1.pdf
Delegations	YES	27/08/2019	
Meeting procedures	YES	26/04/2017	www.loddon.vic.gov.au/files/assets/public/our-council/local-laws/local-law-1-process-of-municipal-government/str-local-law-no-1-process-of-municipal-government-v1.pdf

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



Phil Pinyon,
Chief Executive Officer

Dated: 30/6/2020



Cr Cheryl McKinnon,
Mayor

Dated: 30/6/2020

Statutory information

Documents available for inspection

Under various sections of the Local Government Act 1989, specific information is to be made available to the public.

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

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



Boort RSL Memorial and post office.

The information listed is held at Council's office in Wedderburn.

Best Value

In December 1999, the Victorian Government passed the Local Government (Best Value Victoria) Act. This legislation identified six Best Value Principles that every Council in Victoria must comply with when providing services to the community. The Best Value Principles are set out in section 208B of the Local Government Act as follows:

- a) All services provided by a Council must meet quality and cost standards
- b) All services provided by a Council must be responsive to the needs of the community
- c) Each service provided by a Council must be accessible to those members of the community for whom the service is intended
- d) A Council must achieve continuous improvement in its provision of services for its community
- e) A Council must develop a program of regular consultation with its community in relation to the services it provides
- f) A Council must report regularly to its community on its achievements in relation to the Best Value Principles

In applying the Best Value Principles, a Council may take into account (in accordance with 208C), among other factors:

- a) The need to review services against the best on offer in both the public and private sectors
- b) An assessment of value for money in service delivery
- c) Community expectations and values
- d) The balance of affordability and accessibility of services to the community
- e) Opportunities for local employment growth or retention
- f) The value of potential partnerships with other councils and State and the Commonwealth governments
- g) Potential environmental advantages for the Council's municipal district

Best Value at the Loddon Shire Council

Council has continued to strengthen its approach to Best Value by focusing on continuous improvement in the delivery of quality services at an affordable cost in response to community needs. In 2016/17, Council employed staff to develop and implement Service Delivery Reviews to methodically review the services delivered by Council to ensure Best Value continues to be delivered. This program of work continued in 2019/20.

Meeting Principle (a): Quality and cost standards

A Council must develop quality and cost standards for the provision of any service it provides for its community. However, a Council may develop different quality and cost standards for different classes of services. The standards must set out the performance outcomes determined by the Council in relation to each service; and take into account the factors listed in sections 208C(a), (b), (c), (d) and (e).

Council has a hierarchy of indicators that monitor performance outcomes. They are:

- Strategic Indicators in the Council Plan, reported in the Annual Report
- Budget Actuals and Variances
- Indicators set out in the Local Government Performance Reporting Framework

In addition, Council conducts a number of annual internal audits which consider the quality and cost of the services provided by various units.

Meeting Principle (b): Responsiveness

A hierarchy of plans including the Council Plan, department plans and individual plans ensures that services are responsive to community needs which have been identified through a variety of community engagement processes such as community forums, small township meetings, questionnaires, meetings, surveys and customer requests.

Meeting Principle (c): Accessibility

Accessibility of services is ensured by the preparation of businesses cases (in accordance with Council's budget principles) to justify financial support for new positions, projects or services.

In addition, the Rating strategy helps to ensure that services are accessible financially to members of our community. The Community Engagement Policy mentioned in Principle (d) assists the Council to respond to accessibility from a social perspective, and the preparation of a number of strategies such as the Municipal Public Health and Wellbeing Plan and the Disability Access and Inclusion Plan also help to ensure that Council services are accessible to those members of the community for whom the service is intended.

Meeting Principle (d): Consultation

Council has adopted a Community Engagement Policy that aims to provide direction for Council's community engagement activities by establishing effective and relevant community engagement to improve decision making processes through inclusive, accessible and responsive community participation.

Meeting Principle (e): Reporting

Council reports regularly to its community on its achievements in relation to the Best Value Principles through the Annual Report.

Continuous improvement

Section 208B(d) of the Act states that a Council must achieve continuous improvement in its provision of services for its community. This is done through both formal processes that can be assessed and measured, such as audits, and informal initiatives that improve the way we do things such as incorporating ideas from staff and residents into our practices. Local government is continually being asked to do more with the same or less resources. In order to maintain services at a quality and cost that is responsive to the needs of the community and accessible financially and physically to those members of the community for whom the service is intended, organisational improvements are an essential part of "business as usual". Each department at Council strives to deliver services in the most efficient and effective way to ensure that revenue is expended in a fiscally responsible manner that leads to both the achievement of strategic objectives and the financial sustainability of Council. In 2018/19, Council commenced comprehensive service delivery planning to methodically review the services delivered by Council to ensure Best Value continues to be delivered. This work continued in 2019/20

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.



Mechanics Institute Hall, Main Street Korong Vale.

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 a zero tolerance for child abuse. As part of its commitment, an organisational-wide approach is being 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

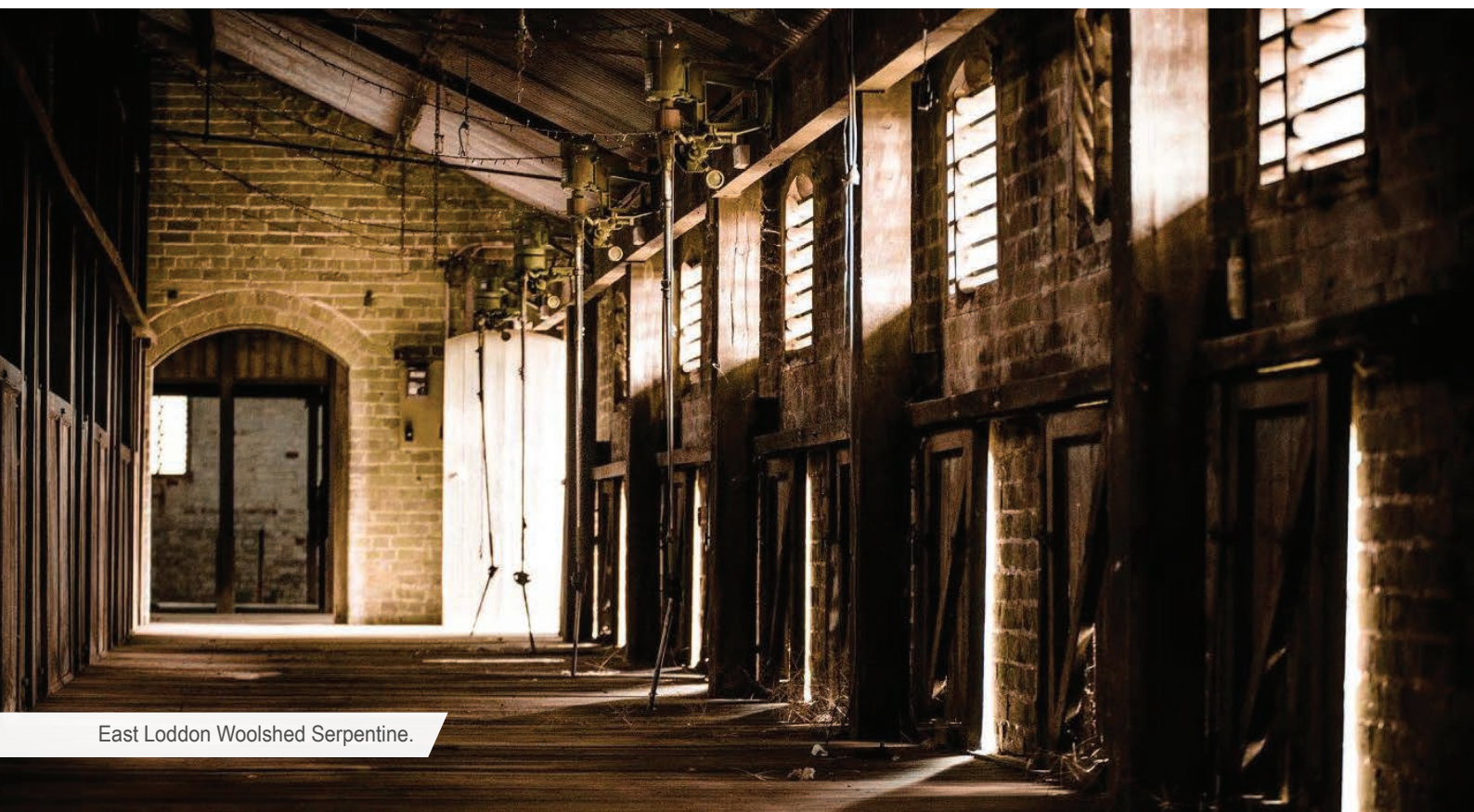
During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

Disability Act 2006

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.



East Loddon Woolshed Serpentine.

The DAIP has six guiding outcomes that Council, in partnership with all its citizens, State and Federal governments and other organisations, will work towards to build a truly inclusive community:

1. People with a disability have the same opportunities to participate in services, programs and events in the Loddon Shire as everyone else.
2. The Loddon Shire's built and natural environments are accessible, and people with a disability are able to move around and get to the places they want to go.
3. People with a disability are engaged in flexible and sustainable employment within the Loddon Shire and have opportunities to develop and succeed.
4. People with a disability can access the information they need to make informed decisions and choices and contribute to leading, shaping and influencing the Loddon Shire.
5. People with a disability, their families and carers are able to connect and participate in activities that are aligned to their interests and identities, and experience a high level of wellbeing in all aspects of their life.
6. People with a disability feel welcome and safe, and are as recognised and respected as any other resident in the Loddon Shire.

Council has identified 15 strategies that state how Council will work to achieve each outcome and a Year 1 Action Plan has been developed to guide Council on what needs to be done to achieve each strategy in the DAIP.

Achievements in the first three months of the DAIP included:

- 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.



Wedderburn Coach House Gallery and Museum.

Domestic Animal Management Plan

Council adopted its Domestic Animal Management Plan 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 promoted a 'register your dog/cat, get it back for free' initiative. The program has resulted in an increased number of registered dogs/cats within the Shire and has delivered several efficient and successful pet returns to their owners which has ultimately reduced instances of impounded animals.

Other actions have included:

- inspection of domestic animal businesses
- conduct joint inspections with RSPCA officers regarding various dog breeding activities
- investigate and resolve potential dangerous or menacing dog complaints, including dog attacks
- undertake a door knock program to identify unregistered dogs and cats
- attend applicable animal welfare forums and workshops
- implement 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 their 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 four 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.

Protected Disclosure Act 2012

In accordance with section 69 of the Protected Disclosure Act 2012, a 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 Protected Disclosure Policy available to the public on Council's website:

www.loddon.vic.gov.au/About-us/Our-Council/Governance/Protected-disclosure

During 2019/20 there were no disclosures notified to Council officers appointed to receive disclosures.

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 such Ministerial Directions were received by Council during the financial year.

Planning and Environment Act 1987

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987 there were no infrastructure and development contributions disclosed for the 2019/20 period.



Historic swimming hole at Bridgewater on Loddon.



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