



ANNUAL REPORT 2017/18



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Acknowledgment of country

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

► Front cover: Sunset at Melville Caves, image courtesy Justin Stenning.



Introduction

Welcome to report of operations 2017/18

Welcome to Loddon Shire Council's report of operations for the year 1 July 2017 to 30 June 2018.

This is the final report in the planning and accountability framework for local government, and along with the Financial Statements and Performance Statement, forms the 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 the 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 that it still reflects the Council's strategic intent.

At the Ordinary Meeting of Council held 22 May 2018, Council confirmed that a full review of the Council Plan 2017-2021 was not required.

Our vision and mission

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 2017/18



Grants 2017/18

Community grants	
About Boort Newsletter	Bears Lagoon Serpentine Football Netball Club
Boort Bowls Club	Boort Golf Club
Boort Historical Society	Boort Lakeside Croquet Club
Boort-Yando Cricket Club	Bridgewater on Loddon Development Committee of Management
Bridgewater Recreation Reserve	Campbells Forest and District Community Action Planning Group
Dingee Bowling Club	Dunolly and District Field and Game Club
Inglewood and Bridgewater Men's Shed	Inglewood Community Neighbourhood House Inc.
Inglewood Community Sports Centre Committee of Management	Inglewood Kindergarten
Inglewood Riding Club	Jones Eucalyptus Distillery Site Committee of Management
Loddon Pony Club	Mitiamo Football Netball Club
Mitiamo Recreation Reserve Committee	Newbridge Football Netball Club
Powlett Plains and District Community Centre and Reserve Committee of Management	Pyramid Hill and District Historical Society
Pyramid Hill Football Netball Club	Serpentine Bowling Club
Serpentine Exercise Group	Serpentine Recreation Reserve Committee of Management
Wedderburn Cemetery Trust	Wedderburn Community Centre Committee of Management
Wedderburn Community House	Wedderburn Development Association
Wedderburn Golf Club	Wedderburn Historical Engine and Machinery Society
Wedderburn Hockey Club	Wedderburn Lions Club
Wedderburn Men's Shed	



► Bridgewater Caravan Park.

Event Sponsorship Scheme	
Boort Bowls Club	Boort District Agricultural and Pastoral Society
Boort District School Parents Club	Boort Lakeside Croquet Club
Boort Lawn Tennis Club	Boort Tourism Development Committee of Management
Boort Trotting Club	Bridgewater on Loddon Bowling Club
Bridgewater on Loddon Football Netball Club	Bridgewater on Loddon Water Ski Club
Calivil Bowling Club	Dingee Bowling Club
Dunolly and District Field and Game Club	First Lake Boort Sea Scouts
Inglewood Bowling Club	Inglewood Golf Club
Inglewood Lions Club	Korong Vale and District Bowling Club
Korong Vale Golf Club	Loddon Darts Association
Loddon Valley and District Stud Merino Breeders	Northern Victorian Quarter Horse Association
Pyramid Hill Bowling Club	Pyramid Hill Golf Club
Pyramid Hill Memorial Hall Committee of Management	Rheola Charity Carnival
Serpentine Bowling Club	St Johns Church Bears Lagoon
Wedderburn and District Harness Racing Club	Wedderburn Band Cricket Club
Wedderburn Community House	Wedderburn Country Women's Association
Wedderburn Golf Club	Wedderburn Historical Engine and Machinery Society
Wedderburn Tourism Committee of Management	

Challenges and future outlook

Our challenges

- An ageing population
- Retaining our youth
- Urbanisation and changing social values
- Technology and innovation
- 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

The future

- Continuation of flood recovery works
- The growing commercialisation of the agribusiness sector
- South West Loddon Pipeline Project
- Mitiamo Pipeline Project
- Streetscape improvements
- Responding to service delivery expectations in a financially sustainable way



The year in review

Message from the Mayor and CEO

Welcome and thank you for taking the time to read the Loddon Shire Council Annual Report 2017/18. We are very pleased to present this 24th Annual Report of Council. This report outlines our achievements as a Council for the past 12 months, including delivering on Loddon Shire's strategic objectives contained within the Council Plan 2017-2021.

In reflecting on the past year, we take this opportunity to thank our community, Councillors (noting the efforts of former Mayor Cr Neil Beattie whose Mayoral term concluded in November 2017) and Council staff for their continued hard work and contribution to making our Shire a great place to live. We would also like to acknowledge the many volunteers in our Shire who continue to provide an invaluable contribution to our region and in making our communities sustainable.

The year included a number of highlights, including the completion of the final stages for the Wedderburn Streetscape Improvement Project and official opening of the Inglewood Town Hall Community Hub. The extensive footpath replacement in Pyramid Hill in the Kelly Street and Victoria Street precincts was also completed.

Further, we've been working with Buloke Shire Council on the scoping and future procurement of new integrated administration systems, designed to more efficiently deliver services to our shires. Through joint procurement with Buloke Shire, we've also upgraded our telephony systems, delivering call centre capability and video conferencing for face-to-face remote meetings. This will mean reduced requirement to travel to offsite meetings, improving staff efficiency and the delivery of cost-effective services.

There was also progress on the installation of the South West Loddon Pipeline Project, with Stage Two of the project getting underway. This stage of the project will provide secure water supplies to farming and lifestyle properties in Skinners Flat, Fiery Flat, Arnold, Bridgewater, Powlett, East Gowar, Wedderburn South and Kurting.

Works continued throughout the year to repair flood-damaged roads across the Shire, following flooding in September and October 2016. Council, through a tender process, has selected a panel of 12 contractors to be allocated flood restoration works based on their expertise and past experience. The majority of flood



► Mayor Cheryl McKinnon and CEO Phil Pinyon.

restoration works are anticipated to be completed by the end of 2018.

Council also welcomed the news that it had received \$350,000 in funding towards replacing the timber bridge at Murphy Creek. The funding, through the Commonwealth Government's Bridges Renewal Program, will be matched by Loddon Shire, enabling Council to deliver the replacement bridge that will carry all classes of heavy vehicles.

In 2017/18 approximately \$197,000 in funding was allocated to community groups across the Shire through Council's Community Grants Scheme, with 36 groups receiving full or partial funding of the grant applied for. Since the Community Grants Scheme started in 2000/01, Council has provided around \$2.2 million to support more than 730 community-based projects, worth almost \$5.5 million.

A number of important strategic documents aimed at increasing community engagement, liveability and appeal of our Shire were also adopted during the year. This includes the Public Health and Wellbeing Plan, Customer Service Strategy, Disability Access and Inclusion Plan, the Tourism Marketing Plan and Roadside Management Plan.

Advocating for water security in our region continued to be a priority, including through Council's membership of the Murray River Group of Councils (MRGC). As Mayor, it was pleasing to take on the role of Chair of this Group in early 2018.

Given the MRGC regional economy is largely based on water for agriculture, food processing and tourism, the Group's advocacy efforts are also focused on the balanced implementation of the Murray Darling Basin

Plan. The MRGC will continue to work constructively with governments around the implementation of the Plan to represent the interests of our communities.

In early 2018, Council developed a document outlining a list of priority projects for our Shire, including their benefits and funding required to complete these projects. The document is provided to State and Federal members, their advisors and departmental representatives. This will help ensure those within the political arena are aware of our Council's priorities and how they can help fulfill strategic objectives within our Council Plan.

Together with Councillors and staff, we look forward to building on the achievements of the past year and accomplishing Council's vision of a prosperous, vibrant and engaged community.



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 \$819,000 in 2017/18. This deficit contrasts with the prior year surplus of \$4.3 million. As per the Comprehensive Income Statement in the Financial Statement, 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 surplus of \$3.1 million or 17 per cent when compared to adjusted underlying revenue. An adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$340 million of community assets under Council's control.

Liquidity

Cash has decreased by \$6 million from the prior year mainly due to the need to seek reimbursement of flood recovery works. 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 over 740 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 2017/18 was \$18.9 million. 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 \$3.3 million in renewal works during the 2017/18 year. This was funded from grants, operations and cash reserves with no borrowings. At the end of the 2017/18 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 expenditure to depreciation was almost 36 per cent.

Stability and efficiency

Council raises a range of revenues including rates, user fees, fines, grants and contributions. Council's rates concentration which compares rate revenue to adjusted underlying revenue was 32 per cent for the 2017/18 financial year. Council was restricted to increasing its revenue base for the 2017/18 year by a 2.25 per cent rate cap. This resulted in an average residential rate per residential assessment of \$1,011.60 which compares favourably to similar councils in rural Victoria.

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 2017/18 Council continued to operate within both a rate-capped and labour-capped environment. The budget was developed based on 2.25 per cent rate cap and 4 per cent cap on labour.



Major capital works

- Boort Resource and Information Centre Library extension, Boort
- Construction of 700m of Cemetery Road, Bridgewater
- Footpath and street improvement, Chapel Street, Serpentine
- Inglewood Raw Water pipeline
- Inglewood Town Hall Hub redevelopment
- Intersection realignment at Pyramid-Yarraberb Road and Dingee Road
- Loddon Canoe Trails at Serpentine and Durham Ox
- Mitchell Park floodlighting, Pyramid Hill
- Reconstruction of 700m of Borung-Hurstwood Road
- Replacement of footpath in Kelly Street and Victoria Street, Pyramid Hill
- Soldiers Memorial Park, Wedderburn
- Street improvement at Pyramid Hill College precinct
- Swimming pool solar heating
- Upgrade of 970m of Billings Road from gravel to sealed, Boort
- Upgrade of 3.8km of Yarrowalla West Road from gravel to sealed at Yarrowalla South
- Upgrade of 430m of Osborne Road, Boort to all weather gravel road
- Wedderburn Streetscape Improvement Project



Major changes

- Additional resource towards project management
- Disability access building works at Wedderburn Kindergarten completed
- Conclusion of contract for Agribusiness Development Officer position
- Further development of Council's grading/maintenance programs utilising electronic maintenance management system (Reflect)
- New 3D plant automation
- Realignment of customer service from Finance to Information and Business Transformation
- Revaluation of property
- Revised values statements
- Upgrade of playground at Inglewood Kindergarten

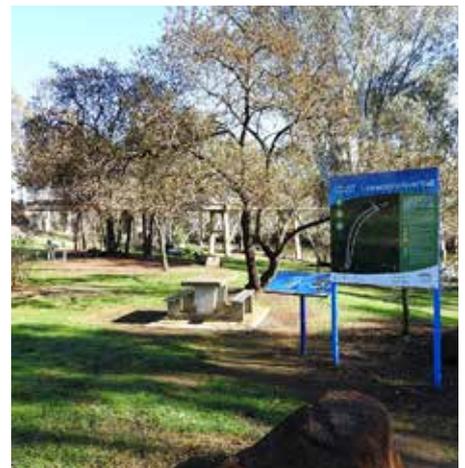
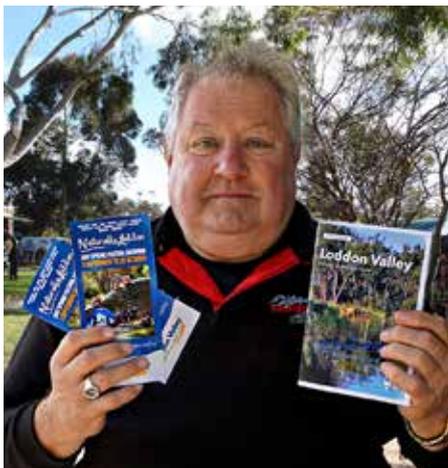
Other major achievements

- Adoption of a Tourism Marketing Plan to establish the foundation for the joint promotion of the region to visitors by Council, businesses, organisations and individuals
- Loddon Shire participated as one of five councils contributing to the Victorian Auditor General's Office report into Local Government and Economic Development - www.audit.vic.gov.au/report/local-government-and-economic-development

- Ongoing advocacy for Newbridge water and sewerage
- Liaison and support for South West Loddon Pipeline Project
- Completion of strategic procurement service delivery review
- Completion of Community Satisfaction Survey
- Adoption of Child Safe Standards Statement of Commitment
- Review of Section 86 instruments of delegation
- Adoption of Welcome to and Acknowledgement of Country Policy
- Acceptance of the offer to purchase from the State Government the Bridgewater Public Caravan Park and the Wedderburn Pioneer Caravan Park
- Tourism signage and brochures installed for canoe trails at Durham Ox, Serpentine and Laanecoorie
- Completed sales of several Council properties, including houses, industrial estate, housing estate and vacant land
- Employment of a dedicated Learning and Development Officer
- ELearning compliance training for staff
- Participation in the LGPro Workforce Planning project
- Adoption of Customer Service Strategy and Charter



- Redesign of Council's reception services, leading to improvement in call answer rates and customer service delivery, making Council more accessible
- Implemented Council Plan reporting software to make tracking and reporting of Council Plan activities more transparent
- Implemented new website technology which will enable a redesign of Council's interface to its community, enabling web lodgement of many requests to Council
- Commenced implementation of OpenOffice for Council's building and planning processes, enabling improved tracking and performance timelines for planning application completions
- Upgraded Council's telephony systems, delivering call centre capability
- Municipal Public Health and Wellbeing Plan adopted and subsequent establishment of the four implementation pillars: Loddon Healthy Minds Network, Strong Families Strong Children, Healthy Eating Active Living, Loddon Family Violence Network
- Strong Families Strong Children Loddon project commenced in partnership with the North Central Local Learning and Education Network
- Loddon Healthy Minds Network Strategic Plan adopted
- Loddon Healthy Minds Network celebrated 10 years in operation
- Loddon Healthy Minds Network resources developed: Carers video clip and 'Are You Wondering' posters
- Loddon Healthy Minds Network received \$15,700 funding from the Commonwealth's Building Better Region Fund toward supporting the delivery of a rural Suicide Prevention Forum in August 2018
- Maternal and Child Health Service celebrated 100 years
- Wedderburn Kindergarten Assessment and Rating meeting all standards
- Occasional Care 2017 – five sessions per week across Loddon
- Occasional Care 2018 – two sessions per week
- Children's Week 2017
- Walk to School 2017
- Information Technology grants for Wedderburn and Dingee Kindergartens 2017
- Office refurbishments at kindergartens completed in 2017/2018
- Dingee four-year-old program at capacity
- Two infant clinics held in 2018 with 80 immunisations administered for the State Influenza Project
- Establishment of Social Support Team where nine staff are now able to work in social support
- Successful transition of a number of Loddon residents to the National Disability Insurance Scheme
- Graded 1,598 km of roads
- Inspected 2,442 km of roads
- Completed 7,537 road defects, 1,888 Townscape Services defects, 902 inspections
- Formation of supplier panel for flood restoration works
- Increase in rate of capital works delivery
- \$650,000 in Commonwealth and State Government grants towards replacement of Murphy Creek Bridge on Woodstock Road





Our Council

► Loddon River Bridgewater. Image courtesy Melinda Hansen.

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.

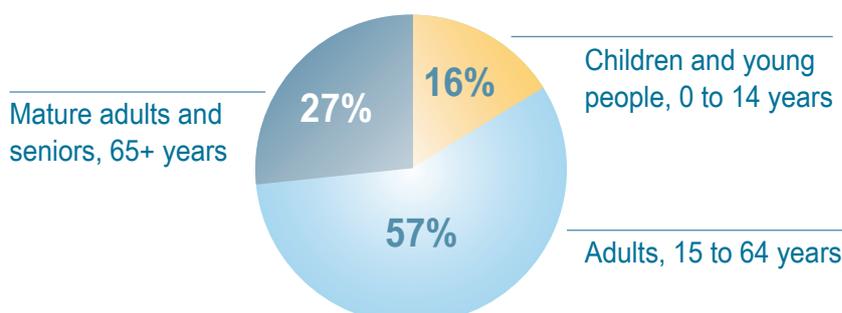
Major highways passing through the Shire include the Calder Highway, the Loddon Valley Highway and the Wimmera Highway.

Population

The Australia Bureau of Statistics (ABS) 2017 Census showed an estimated residential population of 7,505 in Loddon Shire with an overall median age of people in the Shire of 51 years.

During the year, Council recorded 60 births in the Shire.

Population was spread across the following age groups:



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.

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, four 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 compared with a total of 19 per cent in Australia. In addition, 14 per cent of our people provided unpaid care for others.



▶ View from Mount Korong.

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) 5437 7999

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: ncgrl@ncgrl.vic.gov.au

Website: www.ncgrl.vic.gov.au/libraryagencies

For enquiries about Loddon's library agencies, telephone (03) 5449 2790.

Library agency locations and opening hours

Agency location	Usual opening hours
Boort	
Boort Resource and Information Centre, 119-121 Godfrey Street, Boort	Monday, Tuesday, 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	Tuesday 10.00am - 4.00pm Wednesday 10.00am - 5.00pm 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) 5437 7999

Email: bookings@loddon.vic.gov.au

Online: www.loddon.vic.gov.au/Live/Services-for-our-younger-residents/Maternal-and-Child-Health-Service

Location/contact	Hours
Boort	
King Street M: 0409 166 891	Thursday 9.00am - 4.00pm
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 - 4.00pm
Pyramid Hill	
Senior Citizens Centre, McKay Street M: 0409 166 891	Monday (weeks 2 and 4) 9.00am - 4.00pm
Wedderburn	
Community Centre, Wilson Street M: 0409 166 891	Wednesday (weeks 2 and 4) 9.00am - 3.30pm



▶ Loddon Shire Maternal Child Health Services celebrating 100 years: Cr Condliffe, Marlene Nickols-Goodwin and Cr McKinnon.

Kindergartens

Council supports the operations of five kindergartens.

Location/contact	Hours
Boort Pre-school	
123-127 Godfrey Street, Boort, 3537 P: (03) 5455 2292	4 year olds Tuesday, Wednesday and Thursday 8.45am - 1.45pm 3 year olds Friday 8.45am - 1.45pm
Dingee Pre-school	
785 Dingee-Serpentine Road, Dingee, 3571 P: (03) 5436 8401	4 year olds Monday, Wednesday and Thursday 8.45am - 1.45pm 3 year olds Tuesday 9.00am - 1.00pm
Inglewood Kindergarten	
75A Grant Street, Inglewood, 3517 P: (03) 5438 3533	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	4 year olds Tuesday, Wednesday and Thursday 8.45am - 1.45pm 3 year olds Tuesday 8.45am - 1.45pm
Wedderburn Kindergarten	
77 Ridge Street, Wedderburn, 3518 P: (03) 5494 3183 M: 0458 943 183	4 year olds Wednesday, Thursday and Friday 8.45am - 1.45pm 3 year olds Wednesday 8.45am - 1.45pm

Municipal waste facilities

Council supports the operation of six landfill/transfer stations.

These facilities are not open on any public holiday.

Location	Day/time
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 10.00am - 2.00pm 1 October – 31 March First Wednesday 8.00am - 12 noon Third Sunday 10.00am - 2.00pm
Inglewood transfer station	
Inglewood-Salisbury Road	Wednesday 8.00am - 12 noon Saturday 8.00am - 12 noon
Newbridge landfill	
Newbridge-Tarnagulla Road	Wednesday 1.00pm - 5.00pm Sunday 1.00pm - 5.00pm
Pyramid Hill landfill	
Cemetery 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

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.

Cr Neil Beattie

Boort Ward

First elected: 2005

Neil Beattie lives at Catumnal, west of Boort.

Cr Beattie is chair of the Little Lake Boort Management Committee, a member of the Boort Football Club, and a life member of the North Central Football League, in addition to representing Council on several other committees.



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



Cr Geoff Curnow

Tarnagulla ward

**First elected:
2008**

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

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



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.

He lists his personal interests as politics, international affairs, travel and sport.



Cr Cheryl McKinnon

Terrick Ward

**First elected:
2012**

Cr 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, a grandmother of four, and her personal interests of music, art and woodwork.



► Loddon Shire Councillors.

Representing the community

Councillor representation on committees

Councillors provided representation on the following committees:

Cr Neil Beattie

- Municipal Association of Victoria (substitute)
- Murray Darling Association
- Rail Freight Alliance
- South West Loddon Pipeline Project Steering Committee

Section 86 Committees of Management

- Boort Aerodrome Committee of Management
- Boort Tourism Development Committee of Management
- Boort Memorial Hall Committee of Management
- Boort Park 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

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

Section 86 Committees of Management

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

Cr Geoff Curnow

- 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

Cr Gavan Holt

- 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

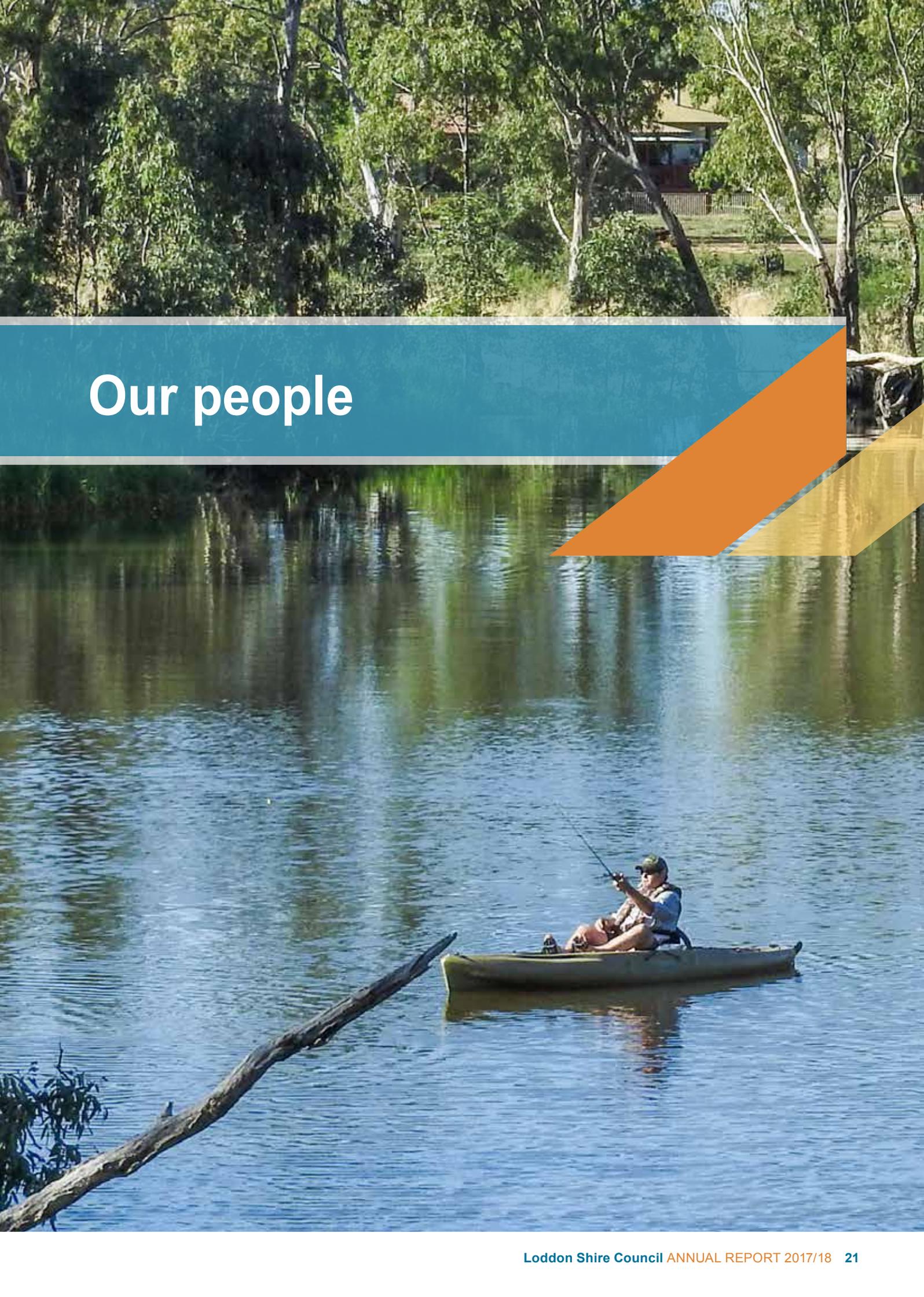
- Donaldson Park Committee of Management
- Wedderburn Community Centre Committee of Management
- Wedderburn Engine Park Committee of Management
- Wedderburn Mechanics and Literary Institute Hall Committee of Management
- Wedderburn Tourism Committee of Management

Cr Cheryl McKinnon

- Nature Tourism Advisory Team
- North Central Goldfields Regional Library

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
- Serpentine Bowls and Tennis Pavilion and Reserve Committee of Management

A person wearing a cap and sunglasses is sitting in a green kayak on a calm river, holding a fishing rod. The water is clear and reflects the surrounding green trees and a house in the background. A large log is partially submerged in the water in the foreground. The scene is peaceful and scenic.

Our people

Organisation

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan.

The CEO and three directors form the Management Executive Group (MEG) and lead the organisation.



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

Chief Executive Officer

Phil Pinyon

Phil Pinyon has had an extensive local government career, holding varied positions in councils across Australia in five states/territories. These prior roles include administration, planning/building and community services in South Australian Local Government, Director roles with Tamworth City Council, Toowoomba City Council and Hornsby Shire Council, and Chief Executive Officer equivalent roles with Jabiru Town Council, Greater Taree City Council, Blue Mountains City Council, Wagga Wagga City Council and Murrumbidgee Shire Council.

During his career Phil has undertaken tertiary studies including the completion of a Master of Business Administration and Graduate Diploma in Public Sector Management. He has a Diploma in Local Government Administration and holds a Municipal Clerk's Certificate.

Phil's professional affiliations include being a member of the Australia Institute of Management, 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 Section 86 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 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, Councillors as well as management, tourism, agribusiness and promoting and supporting economic and commercial development 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, payment of suppliers and employees, procurement and rates preparation.



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, 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.

His role is responsible for implementing key strategies relating to information technology, information management and customer service.



Operations Directorate

Manager Technical Services, Indivar Dhakal

Indivar Dhakal commenced with Council in February 2016 as an Assets Engineer and progressively stepped into the management role in March 2017. He previously worked for more than seven years in both the public and private sector in Australia and overseas.

Indivar's role encompasses strategic asset management, management of asset services, Council-owned buildings and property management, management of engineering design and survey, contract and project management, and capital works planning and delivery.



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 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.



Glenn's role includes the issuing of building permits, onsite inspections and working with owners, builders and local authorities to ensure that building works are carried out to meet the required building legislation. Glenn's duties also include assisting people to maintain the required standards for existing buildings and Essential Safety Measures. Glenn is also responsible for all technical building enquiries including lawyers' building enquiries for property transfers and providing property information for private building surveyors.

In 2016 Glenn was appointed as the Manager Development and Compliance which resulted in the expansion of his responsibilities to encompass the additional management and oversight of Council's town planning, public health and local laws functions, while continuing his role as the MBS. 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, Allan Stobaus

Allan Stobaus was appointed as Council's Manager Community and Recreation in September 2001 following five years in a similar role at Bruce Rock Shire in Western Australia.



The Manager Community Support is responsible for the management of Council's grant schemes and swimming pools, strategic planning for community facilities, community planning, project management of capital works projects, youth development, emergency management and rural access.

Manager Community Services, Paula Yorston

Paula Yorston was appointed as Manager Community Services in March 2016, having previously held the position of Community Care Coordinator since August 2014. She has extensive experience in local government, with a particular emphasis on delivery of Home and Community Care services.



Paula also worked as the Community Care Coordinator at Buloke Shire Council from October 2008 until August 2014. Prior to 2008, Paula held the position as Quality, Occupational Health and Safety and Risk Manager at Boort District Health.

Paula has an Advanced Diploma in Management with a health services focus and completed a short course in Health Promotion at La Trobe University.

As Manager Community Services, Paula is responsible for the management and delivery of a wide range of community services including aged and disability, and early years.

Council staff

Staff farewells

Over 20 years

Vaughan Herrick (33 years)

Over 10 years

Emily Holland (10 years) Cindy McKay (10 years)

Over 5 years

Terence Canavan (7 years) Geoffrey Harrison (7 years) Michele Noble (7 years) Steven Formosa (6 years)

Under 5 years

Darryn Hartnett	Whitney Nankervis	Alycia O'Sullivan	Tracey Page
Narelle Redwood	Jodie Schumann	Kara Thompson	Lydia Thomson
Wahyuni Wahyuni	Matthew Bryant	Trevor Crooke	Cameron Dowling
Susan Fanning	Jacko Hulm	Leigh Jardine	Kylie Jones
Kristen O'Halloran	Jessica Purton	Rosalie Rogers	Sheridan Symons
Teague Bottriell			

Welcome to new staff

Brooke Arnold	Vanessa Baldovino	Pradip Bhujel	Teague Bottriell
Matthew Bryant	Adam Cooper	Simon Dobie	Peter Ford
Maxwell Gaynor	Bivish Ghimire	Olga Gontscharow	Marcus Lea
Catherine Lee	Donna McKenzie	Craig Paetow	David Patterson
Dawn Peters	David Price	Shane Ride	Benjamin Rose
Mary-Ann Scull	Sheridan Symons	Sarah Todd	Christine Walters
Gregory Williams	Peter Williams	Cody Wishart	Ranjani Jha



► Loddon Shire Council staff 2018.

Staff analysis

Number

As of 30 June 2018 Council had 196 staff in total, with an effective full-time equivalent staff of 127.

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 stayed relatively stable with the number of staff as at 30 June 2017 being 194.

Status

Council has 95 full-time, 69 part-time and 32 casual employees.

Gender

Of total staff numbers, 44 per cent are male and 56 per cent female.

There is a larger percentage of female staff in positions such as community care, preschool and administration areas.

Council has five operation depots, consisting of all-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

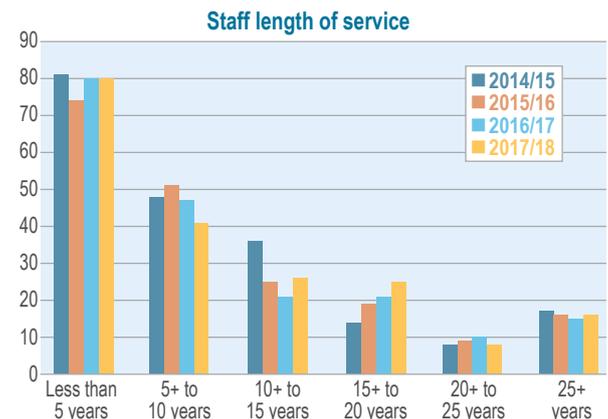
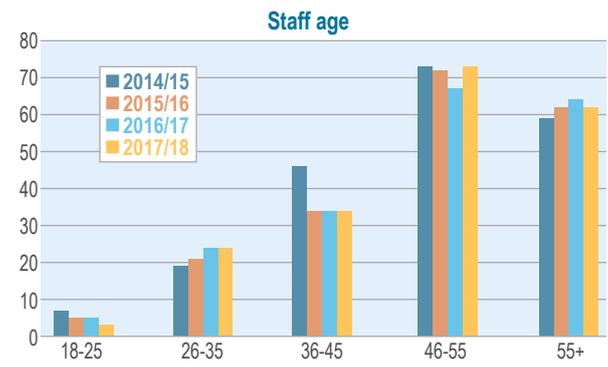
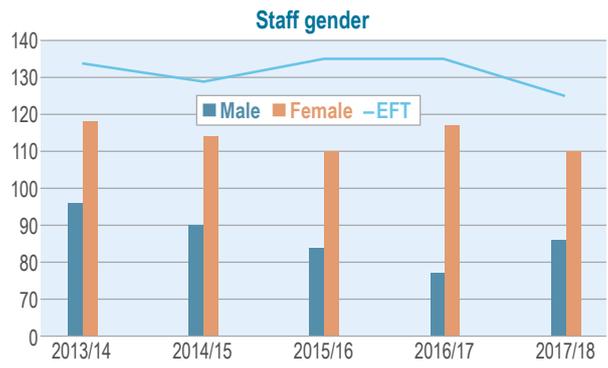
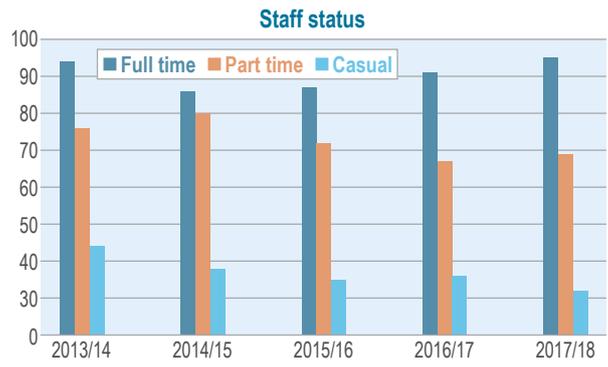
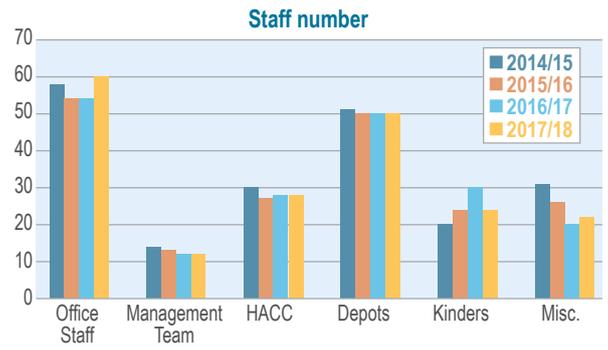
Council's age demographic continues to show a strong proportion of staff over 35 years of age.

The number of staff in the 46 to 55 age bracket has increased and the number in the 55+ age bracket has decreased.

This will provide challenges for workforce planning in the future, particularly due to the high proportion of staff in the 46+ age bracket.

Length of service

There has been minimal change to the length of service. Some 41 per cent of staff have been employed for less than five years while 34 per cent of staff have been employed for five to 15 years. The remaining 25 per cent of staff have been employed for over 15 years.

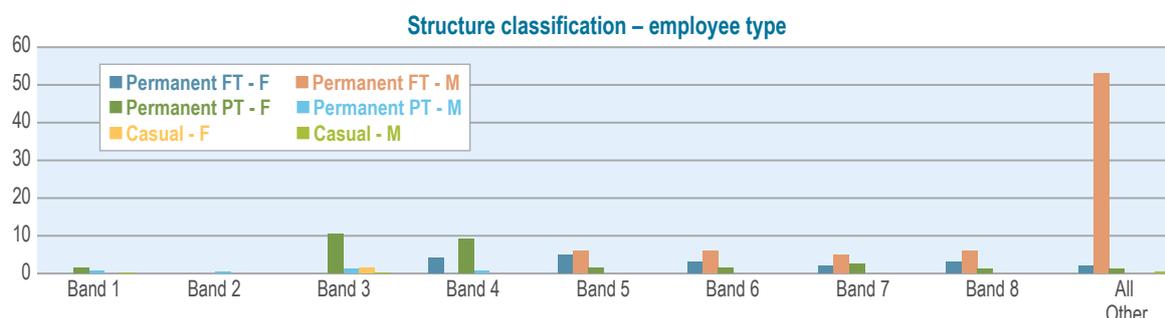


Council staff classification

Structure classification – employee type

A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below. Employment classifications are Band 1 to 8 as per the Victorian Local Government Award 2001, the column 'all other' includes the CEO, Directors, pre-school staff and nurses. The category 'all other' also includes staff who come under the 'outdoor staff' classification structure.

Structure classification	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Permanent FT - F	0	0	0	4	5	3	2	3	2	19
Permanent FT - M	0	0	0	0	6	6	5	6	53	76
Permanent FT - X	0	0	0	0	0	0	0	0	0	0
Permanent PT - F	1.4	0	10.5	5.2	4.2	1.6	2.2	0.8	1.4	27.3
Permanent PT - M	0.6	0.4	1.2	0.6	0	0	0	0	0	2.8
Permanent PT - X	0	0	0	0	0	0	0	0	0	0
Casual - F	0	0	1.6	0	0	0	0	0	0	1.6
Casual - M	0.1	0	0.1	0	0	0	0	0	0.5	0.7
Casual - X	0	0	0	0	0	0	0	0	0	0
Total	2.1	0.4	13.4	9.8	15.2	10.6	9.2	9.8	56.9	127.4



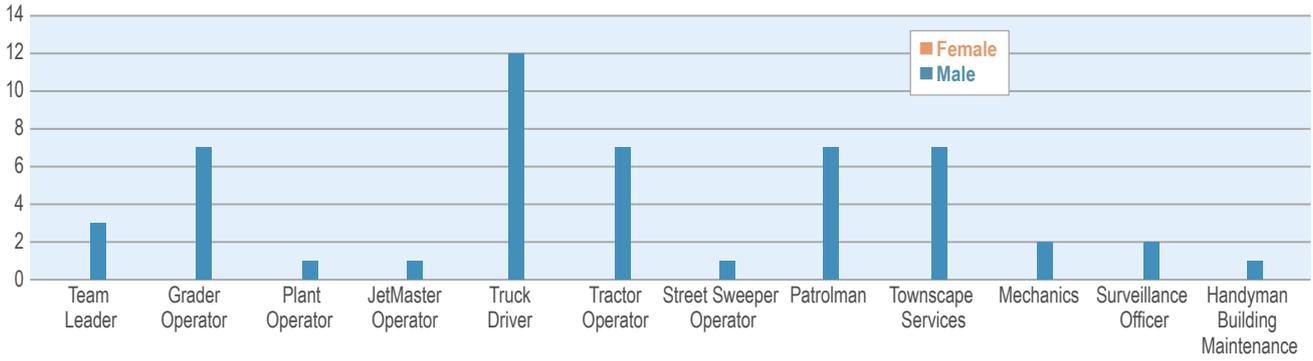
Outdoor staff – classification structure

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.

Currently there are no female staff employed under this structure.

Classification	Female	Male	Total
Team Leader	0	3	3
Grader Operator	0	7	7
Plant Operator	0	1	1
JetMaster Operator	0	1	1
Truck Driver	0	12	12
Tractor Operator	0	7	7
Street Sweeper Operator	0	1	1
Patrolman	0	7	7
Townscape Services	0	7	7
Mechanics	0	2	2
Surveillance Officer	0	2	2
Handyman Building Maintenance	0	1	1
Total	0	51	51

Outdoor staff – classification structure

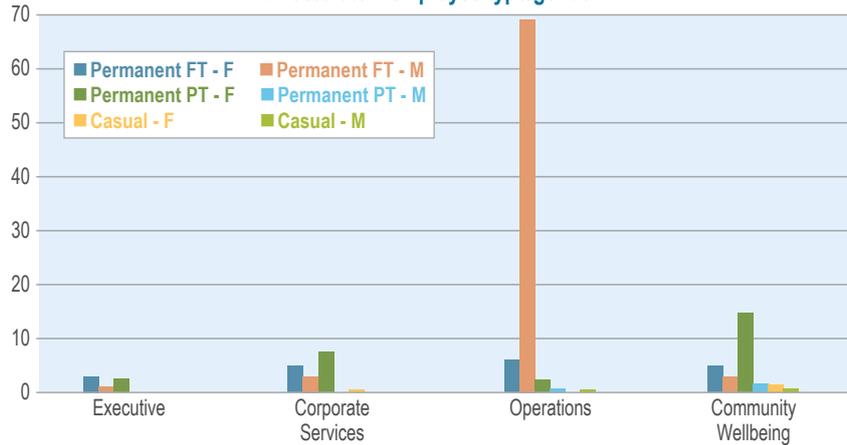


Directorate – employee type/gender

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	3	5	6	5	19
Permanent FT - M	1	3	69	3	76
Permanent PT - F	2.6	7.6	2.2	14.9	27.3
Permanent PT - M	0	0	0.6	1.4	2
Casual - F	0	0.6	0	1.2	1.8
Casual - M	0	0	0.6	0.7	1.3
Total	6.6	16.2	78.4	26.2	127.4

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 2017/18 included:

- Flu vaccinations – 69 employees
- Skin checks – 52 employees
- Active April – 17 employees clocking up 295 hours 44 minutes, average one hour per day each for the month.

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 office from Bendigo.

Managers 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.



► Loddon Shire car pooling program participants.

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. Negotiations continued beyond 30 June 2018.

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 2017 meeting was held at the Serpentine Recreation Reserve.

Staff years of service recognition

The Staff Recognition of Service Policy was recently reviewed and now provides for staff to receive a Certificate of Service for each five years of service, with a Certificate of Service and badge at each 10 year increment.

Staff who reached service periods of 10, 20, 30 and 40 years were presented with Certificates of Recognition and the Service Badge at the all-staff end of year meeting held at Serpentine in December 2017.

They were:

30 years of service – certificate and badge

Chris Cox	Darren Hunt
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10 years of service – certificate and badge

Carol Canfield	Bob Montebello	Sandra Steel
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At the adoption of the policy, staff who had completed 10 year increments of continuous service were retrospectively recognised, at the highest level of service.

The following staff were presented with badges at the all-staff meeting held at Serpentine in December 2017.

40 years of service badge

Alan Jackson	Colin McClelland
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30 years of service badge

Evelyn Morrison	Graeme Smith	Leigh Poyner	Neville Mills
Owen Bailey	Terry Thomas	Vaughan Herrick	

20 years of service badge

Alan Last	Anthony Webb	Dale Jackson	Dale Stephenson
Denise Kosmatos	Duncan Campbell	Helen Canfield	Julie Dean
Michele Schmidt	Roslyn Stone	Scott Cunningham	Susan Smith
Terry Thomas	Wendy Gladman		

10 years of service badge

Allan Stobaus	Andrew Dean	Anthony Vella	Bill Chalmers
Brett Jackson	Brian Gladman	Craig Bellenger	Daniel Lloyd
David Shay	Deanne Caserta	Denise Bridges	Helen Tonkin
Ian Hargreaves	Inge Gottschling	Janine Jackson	Jean McNish
Jennifer Martin	Jodie Lock	Julianne Mills	Julie Ritchie
Kaye Leech	Kerry Younghusband	Lorraine Fawcett	Lorraine Jackson
Lyn Don	Lyn Jenzen	Marjorie Ross	Mark Arnup
Michelle Hargreaves	Paul Haw	Peter Magnone	Peter Norman
Robyn Vella	Shaun Smith	Shayne Morris	Sue Pickles
Tony Bellenger	Vicki Moresi	Warren Painter	Wendy Howarth

Staff will now be presented with their recognition certificates and badges at each all-staff meeting.

At the May 2018 all-staff meeting the following staff received recognition of their service:

25 years of service certificate

Helen Canfield

15 years of service certificate

Denise Bridges

10 years of service certificate and badge

Alison Dean

Christine Coombes

Craig Williams

Emily Holland

Heather Gale

Kerry Hanrahan

Ron Kuno

Tina Bone

5 years of service certificate

Billy Griffin

Irene Spencer

Kim Ban Yap

Lesley Delahunty

Vicki Andrew

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 Assistance Policy that is available to permanent employees with more than 12 months service.



► Staff attending eLearning training.

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

Managing risk	
First Aid and Cardiopulmonary resuscitation (CPR)	Mental Health First Aid
Health and Safety Representatives (HSR) Refresher	Fire Extinguisher Training
Manual Handling	Traffic Management Refresher
Spotter's Refresher	
Loddon essentials	
Using Reliansys to Manage Compliance	Using Mxie to Manage Calls
Using Infovision for Records Management	Using Merit for Customer Requests
Using the Compliant Supplier Database	Dealing with Difficult Customers
Loddon Child Safe Standards	
Loddon leadership experience	
Strategic Thinking and Strategic Planning	Team Building
Local government essentials	
Conflict of Interest Training	
eLearning Compliance Modules:	
<ul style="list-style-type: none"> • Equal Employment Opportunity • Fraud and Corruption Awareness • Information Privacy • Loddon Induction • Occupational Health and Safety • Victorian Charter of Human Rights and Responsibilities • Workplace Bullying and Harassment 	
Working productively	
Project Management Workshop	Plain English
Lean Thinking	Excel Basic Intermediate and Advanced
Word Intermediate	

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, one employee accessed study support while undertaking further study:

- Sara Nesbit – Diploma of Business

ELearning

Council has partnered with Horsham Rural City Council, Gannawarra Shire Council and Central Goldfields Shire Council to purchase compliance ELearning modules through LGPro. These modules are provided by GV Media.

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

Traineeships

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

The following staff member is currently undertaking a traineeship:

- Daniel McNish – Certificate III in Landscape Construction

This year Daniel received an award for Best Second Year Landscape Construction Apprentice and the Apprentice of the Year in Landscape Construction with Bendigo TAFE.

Qualifications attained

The following staff completed qualifications during the year:

- Christine Coombes – Diploma of Business
- Robyn Vella – Diploma of Marketing
- Sara Nesbit – Certificate IV in Human Resources

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.

Council's Finance Officer Lorraine Jackson is undertaking a Bachelor of Business degree at La Trobe University Bendigo under this program.

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:

- Ronja Kylmaoja – Administration
- Nathaniel Hassell – Townscape Services
- Daniel Lansdell-King – Information Technology
- Samantha Giorlando – Tourism

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 2017/18 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.

Listen, Learn and Lead Gender Equity Program

Council participated in the Local Government Listen, Learn and Lead Gender Equity Program aimed at bringing program participants to a baseline understanding of gender equity more broadly and specific to local government.

During this program focus groups were formed consisting of employees from various areas of Council. Sessions were held with each group where employees were encouraged to have open and honest conversations about their thoughts, suggestions and experiences regarding gender equity.

Feedback from these sessions was collated and used to develop a Gender Equity Action Plan for Council.

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 co-operation 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.

Policies and procedures continue to be developed or reviewed to reflect new legislative requirements.



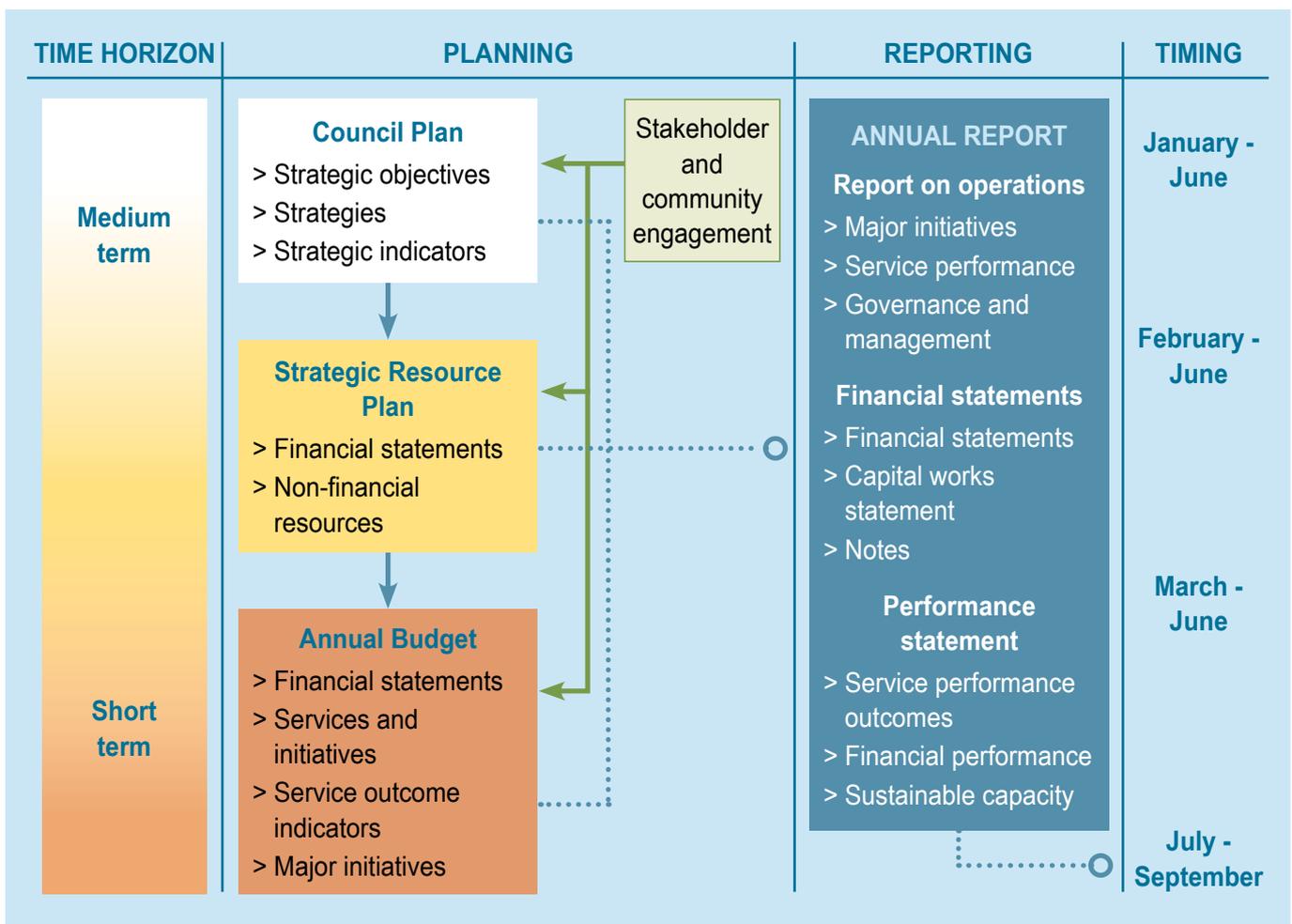
Our Performance

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 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

Strategic theme	Strategic objective
 Population	Grow and invigorate Loddon's population
 Economic Prosperity	Support development of a prosperous and diverse economy
 Liveability	Develop attractive, vibrant and well-served 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 2017/18 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 2017/18 is the first year of the four year plan it is expected that a number of the indicators will be works in progress.



► Loddon Shire Council Plan document.



Strategic Theme 1: Population

Objective: Grow and invigorate Loddon's population

Strategic indicator	Status	Comment
Implement the Donaldson Park Master Plan	In progress	Stage 1 of the Donaldson Park Redevelopment Project is to develop full concept and building plans for proposed new change room, social, kitchen and associated facilities to cater for all user groups at the reserve. Detailed design work has been completed and a funding application has been submitted to the Federal Government's Building Better Regions Fund (\$2.5 million). No announcement on this funding has been received as at 30 June 2018.
Complete feasibility study for childcare services	Not started	The childcare feasibility study will commence in the 2018/19 financial year.
Complete business case for childcare services	Not started	The childcare business case will commence in the 2018/19 financial year.
95% or more of road defects completed within timeframe allocated	Complete for 2017/18	During the 2017/18 financial year Council Works department completed 7,254 date imposed defects, 90.9% of all date imposed defects were completed before their due date. This is 4.1% below the target of 95% set in the Council Plan. All outstanding defects have been completed. There were a significant number of Townscape Services defects completed after their due date. This was largely due to an administrative error in reporting that has now been rectified.
Complete reviews of Asset Management Plans	In progress	The Road Asset Management Plan was adopted in March 2017 and the Building Asset Management Plan is near completion. Bridges, Urban Drainage and Footpath Asset Management Plans to follow upon completion of Building Asset Management Plan.
Provision of vacant land zoned for residential development in and around towns	In progress	The draft Settlement Strategy was presented to Council Forum in February 2018. Community consultation was carried out in April.
New residential development in and around towns	In progress	The draft Settlement Strategy was presented to Council Forum in February 2018. Community consultation was carried out in April.
Complete feasibility study on increase to public transport	In progress	Budget bid for funding to conduct feasibility study has been deferred to the 2019/20 financial year. A project to review the current available community transport options is underway.

Strategic indicator	Status	Comment
Work in collaboration with Loddon Campaspe Regional Partnership to examine opportunities for transport for smaller communities	In progress	Work is being done with Transport for Victoria on an environmental scan of community and public transport in Loddon Shire. Students completing the Masters of Planning and Community Development at La Trobe University Bendigo have undertaken this work.

Services:

The following statement provides information in relation to the services funded in the 2017/18 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.



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	In progress	Tourism Strategy Review will commence in the 2018/19 financial year.
Maintain and enhance resources to ensure timely processing of planning and building applications	Complete for 2017/18	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	Business network dinners continue to be organised by Loddon Shire Tourism and Marketing to provide support and development opportunities. Further work will be done in 2018/19 to attract a broader range of businesses.
Pursue advocacy opportunities for water security initiatives which support economic development as they arise	In progress	<p>Council officers have been actively involved in Coliban Water's Integrated Water Management Forum and have promoted the project "A Sustainably Growing Newbridge" for the supply of potable water and sewerage. A costing study is being prepared by Coliban Water and is well advanced.</p> <p>The South West Loddon Pipeline project has proceeded to the stage of physical laying of pipes by Mitchell Water.</p> <p>The Mitiamo Pipeline was funded in the State Budget (over 2 year) for \$10.2 million. Funding requests were submitted to the Federal Government for support under the National Infrastructure Development Fund for a large portion of the remaining funding required and recent funding announcements indicate that this project was unsuccessful. Representation to the local member has been made on this project.</p> <p>An update was provided to Councillors on the Water Business Case Study for Campbells Forest at the June Forum.</p>
Review Road Asset Management Plan	Complete	The Road Asset Management Plan was adopted by Council in March 2017.
Pursue advocacy opportunities for essential infrastructure and services	In progress	Further advocacy opportunities are being pursued with local members, particularly in the lead up to the State elections. The Mayor and CEO have met with local members and will take the opportunity to advocate for the matters identified in the Council endorsed "Priorities 2018" document.

Strategic indicator	Status	Comment
Provide communication and training opportunities about available grants and tender processes	In progress	Council's business network dinners are a forum for provision of support and training opportunities. Available grants are communicated via Facebook as Council becomes aware of them. Council tenders are advertised on Council's website and in state (where applicable) and local newspapers. An eTender portal is being considered to enable Australia-wide reach.
Develop and implement a policy to provide a framework to access Council's heritage loans scheme	In progress	Council is working with other councils to develop policies and frameworks for a heritage loans scheme.

Services:

The following statement provides information in relation to the services funded in the 2017/18 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.



Strategic Theme 3: Liveability

Objective: Develop attractive, vibrant and well-serviced communities

Strategic indicator	Status	Comment
Implement streetscape improvements in key townships	Complete	The Wedderburn Streetscape Improvement Project is substantially complete with a small amount of landscaping expected to be finalised by mid-August 2018.
Identify and manage rectification of unsightly premises	In progress	Council has been actively working with property owners to improve the presentation of their properties.
Develop a volunteer strategy	In progress	Council consulted with over 250 residents through surveys and workshops. The expected date for adoption of the strategy is November 2018.
Explore opportunities to rejuvenate a Youth Council in partnership with 'Youth Building Places and Spaces' project	Complete	A range of activities to support the rejuvenation of the Loddon Youth Council were adopted at the June 2018 Council meeting.
Continue the provision of library services	In progress	The Mayor Cr McKinnon continues as Chair of the Board after having been re-elected to that position at the last Annual General Meeting. The CEO continues his involvement with the Regional Library Board and Chairs the Finance Committee. Mr Mark Hands was appointed as the Regional Library CEO. Work on the expansion of the Boort Library Agency has now been finished with an opening currently in the planning stage.
Provide opportunities for the community to develop community gardens	In progress	This will be actioned as opportunities arise in or from individual communities.
Develop a plan for rationalisation of unnecessary assets with a direction towards future use of multi-purpose facilities	In progress	The draft Building Asset Management Plan is nearing completion and will be presented to Council by December 2018.
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.

Services:

The following statement provides information in relation to the services funded in the 2017/18 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.



► Tamagulla Public Hall.



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	<p>Recommendations from a review of procurement were adopted at the April 2018 meeting.</p> <p>The agribusiness review is due to be reported to Council in October 2018.</p> <p>A third review on Maternal and Child Health is due to be finalised in September 2018.</p> <p>A review of the draft service delivery review framework will be undertaken before further reviews are commenced.</p>
Complete Urban Drainage Asset Management Plan	In progress	<p>Council is currently undertaking a drainage strategy for Pyramid Hill and will subsequently seek qualified consultants to undertake data capture. Upon completion of the project, the draft Urban Drainage Asset Management Plan will be amended and presented to Council for public comments and adoption</p>
Complete Roadside Management Plan	Complete	<p>The Roadside Management Plan was adopted in June 2018.</p>
Review the Small Towns Policy	In progress	<p>Some initial work has been completed on this. The project will resume in the 2018/19 financial year.</p>
Complete a long term community plan for Loddon Shire	In progress	<p>Community plan options are currently being worked through with Council. This will form the basis for the development of a long term community plan.</p>
Review the Community Support Policy	In progress	<p>The Policy and Strategy Officer has developed a framework to undertake the review of the Community Support Policy and is gathering data on the current supports provided to the community.</p>
Input into the Loddon and Buloke Education and Training Needs Analysis Project	Complete	<p>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.</p>
Acceptance of the Reconciliation Action Plan by Reconciliation Australia	In progress	<p>A presentation to Council for consideration on proposed engagement steps for Reconciliation Action Plan development was made to the March Forum.</p> <p>A community survey has been conducted with the results to be presented to Council at the July Forum.</p>
Adopt the Municipal Public Health and Wellbeing Plan	Complete	<p>Municipal Public Health and Wellbeing Plan was adopted by Council at its September 2017 meeting.</p>

Services:

The following statement provides information in relation to the services funded in the 2017/18 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.



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 2017/18	The adopted budget for year ending 30 June 2018 included a cash surplus of \$207,248.
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	In progress	A community engagement framework is currently under development.
Upgrade finance, human resource, document management and payroll software	In progress	An expression of interest was completed during 2017/18. The tender process will be conducted in 2018/19.
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, 13 (29%) have been completed in the first year (target 20%) and many are in progress. This is well on track to completing 80% by 30 June 2021.

Strategic indicator	Status	Comment
Complete a Workforce Strategy	In progress	Council is part of a pilot group with LGPro to develop Workforce Strategy/Plan template documents for Victorian councils to use. A consultant has been appointed and is working with six councils to finalise their Workforce Plans and the template documents for the sector.
Adopt a Child Safe Standards Framework and associated policies	In progress	Council adopted a Child Safe Statement in November 2017. Work continues on policies and procedures to support the statement.
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.

Services:

The following statement provides information in relation to the services funded in the 2017/18 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 2017/18 budget

Major initiatives

For 2017/18 Council identified the following as major initiatives:

Strategic theme	Major Initiative	Progress
 Population	Implement the Donaldson Park Master Plan	Stage 1 of the Donaldson Park Redevelopment Project is to develop full concept and building plans for proposed new change room, social, kitchen and associated facilities to cater for all user groups at the reserve. Detailed design work has been completed and a funding application has been submitted to the Federal Government's Building Better Regions Fund (\$2.5 million). No announcement on this funding has been received as at 30 June 2018.
 Economic Prosperity	Complete a review of the Tourism Strategy	Tourism Strategy Review will commence in the 2018/19 financial year.
 Liveability	Implement streetscape improvement in key townships	The Wedderburn Streetscape Improvement Project is substantially complete with a small amount of landscaping expected to be finalised by mid-August 2018.
 Sustainability	Review the Small Towns Policy	Some initial work has been completed on this. The project will resume in the 2018/19 financial year.
 High performance organisation	Replace the phone system	The new phone system was implemented in June 2018.



► Wedderburn Streetscape High Street.

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 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Aquatic Facilities						
Satisfaction						
AF1	User satisfaction with aquatic facilities (optional) <i>[User satisfaction with how council has performed on provision of aquatic facilities]</i>	0.00	0.00	0.00	0.00	Council does not assess user satisfaction with aquatic facilities. However an extensive survey of pool users was conducted in 2017/18 to inform a new pool strategy.
Service standard						
AF2	Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	1.20	1.00	1.00	1.00	Council's Environmental Health Officer tests water for safety annually. These tests indicate water is of high quality.
Health and Safety						
AF3	Reportable safety incidents at aquatic facilities <i>[Number of WorkSafe reportable aquatic facility safety incidents]</i>	0.00	0.00	0.00	0.00	Contractors routinely record safety incidents. No significant reportable incident reports were received in 2017/18.
Service cost						
AF4	Cost of indoor aquatic facilities <i>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</i>	\$0.00	\$0.00	\$0.00	\$0.00	Council does not have any indoor aquatic facilities.
Service Cost						
AF5	Cost of outdoor aquatic facilities <i>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</i>	\$18.65	\$15.60	\$19.01	\$22.63	This increase is consistent with the contracts in place with the providers and lower recorded usage in recent years.

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Utilisation						
AF6	Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	3.03	3.52	3.23	3.06	During the season, it was estimated that attendance was higher than usual. The results do not reflect this estimate. Council believes that an increase in attendance by seasonal users has not been captured accurately. Council is working towards more accurately capturing attendance by season ticket holders.
Animal Management						
Timeliness						
AM1	Time taken to action animal management requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	0.00	2.20	2.43	0.01	Staff have been able to attend to animal management requests more promptly than last year due to the appointment of permanent full time staff.
Service standard						
AM2	Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	66.00%	71.43%	20.22%	71.43%	The 2016/17 numbers included feral cats. These have been removed as they should not have been included last year.
Service cost						
AM3	Cost of animal management service <i>[Direct cost of the animal management service / Number of registered animals]</i>	\$61.98	\$45.60	\$62.45	\$47.75	The cost of the animal management service has decreased due to the appointment of a permanent staff member rather than a contractor.
Health and safety						
AM4	Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	7.00	1.00	0.00	0.00	There were no prosecutions during 2017/18.

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Food Safety						
Timeliness						
FS1	Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	0.00	6.50	1.50	1.00	Council responds quickly to food complaints and has improved its performance over the past 3 years.
Service standard						
FS2	Food safety assessments <i>[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</i>	109.00%	100.00%	97.98%	73.53%	A reduction in resourcing this year has seen a corresponding reduction in the percentage of food safety assessments able to be undertaken.
Service cost						
FS3	Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$138.27	\$163.78	\$165.08	\$148.59	There was a decrease in the cost of food safety service in 2017/18 due to reduced resourcing for part of the year and a corresponding decline in food safety assessments.
Health and safety						
FS4	Critical and major non-compliance outcome notifications <i>[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</i>	0.00%	83.33%	100.00%	100.00%	

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Governance						
Transparency						
G1	Council decisions made at meetings closed to the public <i>[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</i>	13.00%	12.41%	11.76%	15.21%	A combination of increased tenders due to flood recovery work and increased property sales after a review of land held by Council incurring fire services levy fees has contributed to the increased in Council decisions made at meetings closed to the public.
Consultation and engagement						
G2	Satisfaction with community consultation and engagement <i>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</i>	60.00	57.00	55.00	51.00	As a result of feedback from the community, Council has identified the need to better communicate its decisions to the community including the rationale for those decisions.
Attendance						
G3	Councillor attendance at Council meetings <i>[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</i>	96.00%	96.00%	100.00%	100.00%	
Service cost						
G4	Cost of governance <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$43,564.40	\$52,789.20	\$44,874.20	\$46,641.20	The cost of governance returned to a level more consistent with years where there is no CEO recruitment costs.

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Satisfaction						
G5	Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	58.00	56.00	55.00	48.00	As a result of feedback from the community, Council has identified the need to better communicate its decisions to the community including the rationale for those decisions.
Home and Community Care (HACC)						
Timeliness						
HC1	Time taken to commence the HACC service <i>[Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]</i>	0.00	5.41	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme (NDIS) and Commonwealth Home Support Program (CHSP) programs.
Service standard						
HC2	Compliance with Community Care Common Standards <i>[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100</i>	78.00%	77.78%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost						
HC3	Cost of domestic care service <i>[Cost of the domestic care service / Hours of domestic care service provided]</i>	\$0.00	\$39.87	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost						
HC4	Cost of personal care service <i>[Cost of the personal care service / Hours of personal care service provided]</i>	\$0.00	\$42.97	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Service cost						
HC5	Cost of respite care service <i>[Cost of the respite care service / Hours of respite care service provided]</i>	0.00	46.16	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation						
HC6	Participation in HACC service <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	58.00%	56.31%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation						
HC7	Participation in HACC service by CALD people <i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i>	28.00%	30.36%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries						
Utilisation						
LB1	Library collection usage <i>[Number of library collection item loans / Number of library collection items]</i>	1.37	2.05	2.81	2.78	
Resource standard						
LB2	Standard of library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	70.00%	61.54%	70.59%	75.01%	

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Service cost						
LB3	Cost of library service <i>[Direct cost of the library service / Number of visits]</i>	\$21.34	\$24.54	\$0.00	\$16.25	In 2016/17 Council was not able to provide the number of visits due to a change in the service delivery model for libraries. In 2017/18 only three quarters of data was available for visits. Despite this, the cost per visit has dropped from over \$20 per visit prior to the change in service delivery model to under \$20 per visit after the change in the service delivery model.
Participation						
LB4	Active library members <i>[Number of active library members / Municipal population] x100</i>	14.00%	8.24%	8.19%	7.21%	Loddon continues to experience a decline in the number of active library members however the number does not include library visitors, Wi-Fi or computer use, attendance at programs or use/borrowing of the electronic collection. All of these activities are anecdotally well supported by Loddon residents.
Maternal and Child Health (MCH)						
Satisfaction						
MC1	Participation in first MCH home visit <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	109.00%	108.33%	94.44%	93.33%	In 2017/18 a number of families have chosen to visit MCH services in neighbouring municipalities due to their proximity to that service or for convenience.
Service standard						
MC2	Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	102.00%	100.00%	100.00%	100.00%	
Service cost						
MC3	Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$0.00	\$71.53	\$65.94	\$80.48	The cost of maternal and child health returned to a level reflective of all positions being filled in 2017/18.

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Participation						
MC4	Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	66.00%	72.86%	69.75%	65.14%	Participation levels remain relatively stable but the MCH service is currently reviewing engagement practices to increase participation rates.
Participation						
MC5	Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	60.00%	25.00%	56.25%	83.33%	Council works closely with Community Health Services to meet the needs of Aboriginal children. There is a known issue around children in Out of Home Care arrangements accessing the service, therefore we continue to work closely with the Department of Education and Child Protection to streamline the response to new placements of children in Kinship or Out of Home Care. This has seen a significant increase in the participation of Aboriginal children in the MCH Service.
Roads						
Satisfaction of use						
R1	Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	11.91	8.72	18.62	35.63	Due to current flood restoration works underway, Council received a number of requests/issues in relation to the ongoing restoration works and inquiry in relation to future restoration works.
Condition						
R2	Sealed local roads maintained to condition standards <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	99.00%	99.89%	100.00%	98.83%	

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Service cost						
R3	Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$45.33	\$47.02	\$34.55	\$35.92	
Service cost						
R4	Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$4.12	\$2.62	\$3.46	\$3.93	The reseal work is undertaken using an annual contract together with Central Goldfields Shire Council. The rate may vary depending on material cost, diesel and oil prices (which have gone up significantly), contractors' appetite for work and CPI.
Satisfaction						
R5	Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	55.00	55.00	50.00	50.00	Council has an extensive sealed road network and is constantly striving to meet expectations within limited resources.
Statutory Planning						
Timeliness						
SP1	Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	60.00	44.00	51.00	56.00	
Service standard						
SP2	Planning applications decided within required time frames <i>[(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</i>	50.00%	54.55%	60.00%	62.96%	

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Service cost						
SP3	Cost of statutory planning service <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$456.32	\$257.23	\$522.47	\$532.05	The cost of statutory planning has remained relatively stable with the exception of the 2015/16 year when a position was vacant for a substantial period.
Decision making						
SP4	Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	0.00%	0.00%	100.00%	0.00%	There have been no decisions at VCAT this year.
Waste Collection						
Satisfaction						
WC1	Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</i>	57.00	39.38	43.52	12.95	Council provided a number of fee free waste days during 2017/18 which may have contributed to the significant reduction in kerbside bin collection requests.
Service standard						
WC2	Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	1.56	0.83	0.54	2.17	The increase in the number of bins missed is largely due to issues in the handover of the ownership of the kerbside collection contract. This has now been resolved.
Service cost						
WC3	Cost of kerbside garbage bin collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$107.98	\$105.62	\$127.31	\$116.13	

	Service performance indicators Service / indicator / measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations and comments
Service cost						
WC4	Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$64.92	\$61.16	\$59.76	\$60.81	
Waste diversion						
WC5	Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	23.00%	20.46%	22.95%	21.89%	Following the introduction of electronic devices in the past two years, Council has been able to more accurately record kerbside collection waste diverted from landfill.

Community Satisfaction Survey

Council has been involved in the annual Community Satisfaction Survey undertaken for the industry 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 2018/19.

The survey questions refer to the broad areas of governance and service delivery.

Governance is covered by overall Council performance, advocacy/lobbying, community consultation/engagement, customer contact, overall Council direction, and making community decisions.

Service delivery is captured by key service areas. Those collected for a number of years include local streets and footpaths, recreational facilities, appearance of public areas (parks and reserves), waste management, family and children services, aged

and disability support services, regulatory services, value for money and overall services.

The 2018 Local Government Community Satisfaction Survey results for the Loddon Shire show Council's overall performance is rated at a score of 54. This is a decrease from 62 in 2017.

Council's overall performance was below the average for councils across the state (score of 59) as well as the average for small rural councils (score of 56).

Council performed at the state average and above the small rural council average on lobbying with a score of 54 compared to 54 and 53 respectively.

According to residents, the top five performing areas of Loddon Shire are weekly rubbish collection (74), fortnightly recycling (71), immunisation (55), kindergarten/pre-school (55) and playgrounds (55).

Improvement areas for Council include its regulatory services, promotion of financial management and communication about fair and reasonable rates.

The full survey report is available online: www.loddon.vic.gov.au/About-us/Community-Satisfaction-Surveys/Links-to-surveys



Governance management and other information

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 2017/18 financial year Council held 12 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 130 functions while the other Councillors attended 538.

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.

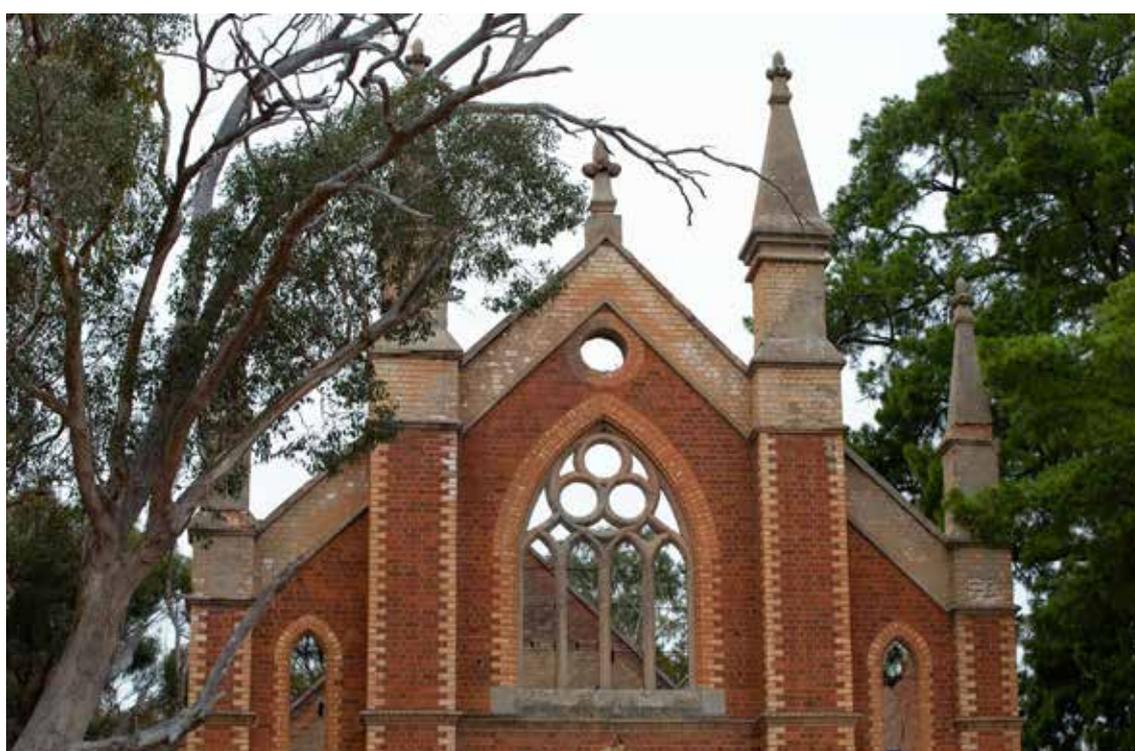
By instrument of delegation, Council may delegate any of its functions, duties or powers to a special committee, although there are certain functions that cannot be delegated and these are listed under the Act.

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 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.
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.
Bridgewater on Loddon Development Committee of Management	To administer, manage and control the facility known as the Bridgewater on Loddon Memorial Hall.
Campbell's 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 Sports Centre Committee of Management	To administer, manage and control the facility known as the Inglewood Community Sports Centre.
Inglewood Lions Community Elderly Persons Units Committee of Management	To administer, manage and control the facility known as the Inglewood Lions Community Elderly Persons Units.
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.
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 facility known as St Mary's 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.

Special Committee of Management	Purpose
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.
Serpentine Bowls and Tennis Pavilion and Reserve Committee of Management	To administer, manage and control the facility known as the Serpentine Bowls and Tennis Pavilion and Reserve.
Wedderburn Community Centre Committee of Management	To administer, manage and control the facility known as the Wedderburn Community Centre.
Wedderburn Engine Park Committee of Management	To administer, manage and control the facility known as the Wedderburn Engine Park.
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 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.



► Tarnagulla.

Council is in the process of reviewing all delegations for Section 86 committees of management as a requirement after a Council election.

The following committees have been disbanded since the last annual report:

- Dingee Progress Association Committee of Management
- Boort Business and Tourism Committee of Management
- Inglewood Riding Club Committee of Management
- Mitiamo Municipal Recreation Reserve Committee of Management

Code of conduct

The Act requires councils to develop and approve a Councillor Code of Conduct within 12 months after each general election.

On 14 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.

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 2.0 per cent effective from 1 December 2017.

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 2017/18
Cr N Beattie (Mayor - part)	\$38,061
Cr C Condliffe	\$21,971
Cr G Curnow	\$21,971
Cr G Holt	\$21,971
Cr C McKinnon (Mayor – part)	\$49,575
Total	\$153,549

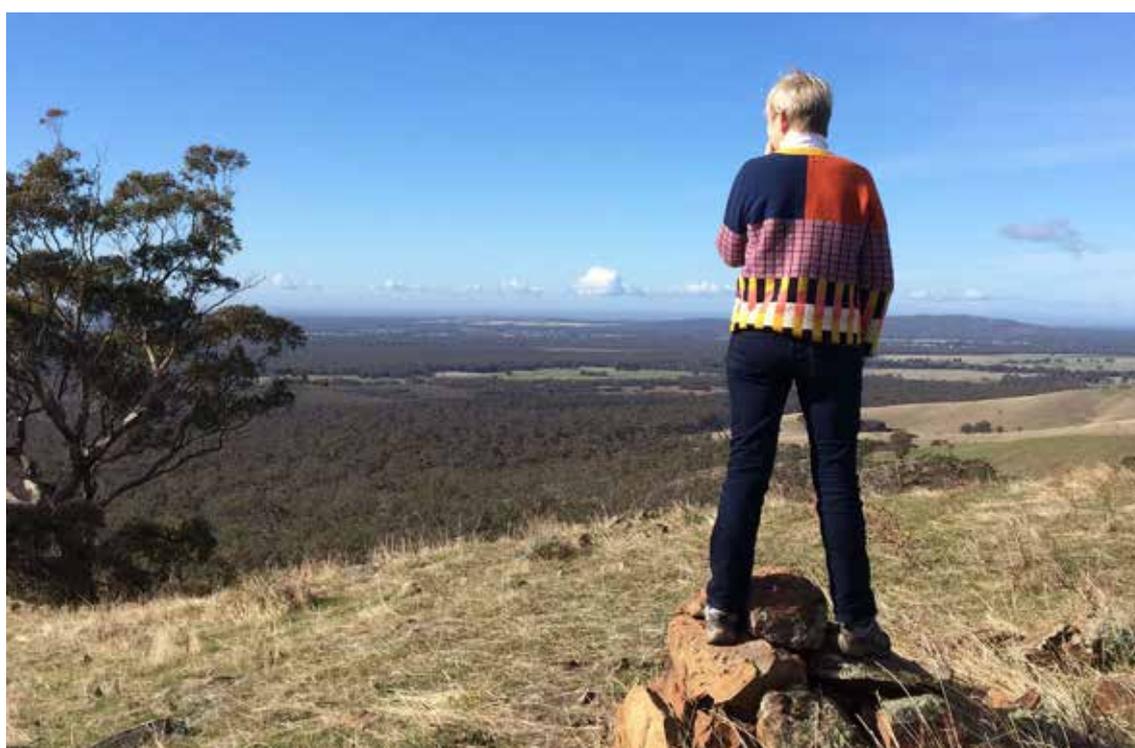
Councillor expenses

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 2017/18 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 (Mayor - part)	0	\$9,000	0	\$749	\$5,169	0	\$14,918
Cr C Condliffe	0	\$13,514	0	\$749	\$390	\$440	\$15,093
Cr G Curnow	0	\$6,088	0	\$749	\$1,340	\$539	\$8,716
Cr G Holt	0	\$7,325	0	\$881	\$3,492	\$286	\$11,984
Cr C McKinnon (Mayor – part)	0	\$17,247	0	\$749	\$5,006	\$305	\$23,307
Total	0	\$53,174	0	\$3,877	\$15,397	\$1,570	\$74,018



► Sunday Morning Hills Glenalbyn.

Management

General introduction

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 67.

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 four external independent persons. The current membership consists of:

Councillor:

- Cr Gavan Holt

Independent external persons:

- Mr Ken Belfrage (Chair)
- Mr Rodney Baker
- Mr Alan Darbyshire
- Mr Rod Poxon (reappointed May 2018)

Cr Holt was reappointed to the committee at the Statutory Meeting of Council held on 10 November 2017.

Mr Belfrage was recommended as Chair of the committee for 2018/19 at the meeting held on 8 February 2018 and Council endorsed that recommendation at the Ordinary Meeting held on 27 February 2018.

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 involving a number of key staff from Council's various business units. The program is reviewed annually to ensure that it is still relevant and efforts are being invested into areas that will receive the most benefit from review.

Internal audit reviews

During 2017/18 the following internal audits were conducted:

- Follow up of prior year internal audit recommendations
- Management of Occupational Health and Safety
- Records Management
- Review of Data Analytics (accounts payable, accounts receivable and payroll 2017/18)
- Whole of Life Costing

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 2017/18 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 August 2017 Audit Committee Meeting to provide results from the external audit, and the May 2018 Audit Committee meeting to provide the Audit Strategy.

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

Risk management

In May 2015, Council adopted the 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

As the Risk Management Framework has been developed, the Risk Management Policy has been amended to delete references to ISO 31000 which are now documented in the framework. The policy is due to be reviewed.

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.

Strategic documents

Council's core plans are:

- Council Plan 2017-2021
- Municipal Public Health and Wellbeing Plan
- Municipal Strategic Statement

Second tier plans and strategies include:

- Asset Management Strategy
 - Bridges Asset Management Plan
 - Building Asset Management Plan
 - Footpath Asset Management Plan
 - Parks Asset Management Plan
 - Road Asset Management Plan
- Audit Committee Charter
- Business Continuity Framework
- Climate Proofing Sport and Recreational Facilities Strategy
- Community Care Strategy
- Complaint Handling Framework
- Councillor Code of Conduct

- Council Plan with 2018/19 Strategic Resource Plan updates
- Customer Service Strategy
- Disability Access and Inclusion Plan 2018-2021
- Disability Access and Inclusion Plan 2018-2021 Year 1 Action Plan
- Domestic Animal Management Plan
- Domestic Wastewater Management Plan
- Economic Development Strategy
- Environmental Sustainability Strategy and Action Plan
- Event Management – A Guide for Organisers of Events
- Loddon Healthy Minds Network Strategic Plan
- Municipal Early Years Plan
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Neighbourhood Safer Places Plan
- Parks Asset Management Plan
- Performance Reporting Framework
- Rating Strategy
- Recreation Strategy
- Risk Management Framework
- Road Asset Management Plan
- Road Management Plan
- Roadside Management Plan
- Rural Zones Review
- Social Media Strategy
- Staff and Contractors Code of Conduct
- Strategic Document Policy and Procedure Framework
- Swimming Pool Development Plan
- Tourism Marketing Plan
- Tourism Strategy
- Waste Management Strategy
- Youth Strategy

Governance and management checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and management item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)	Reason(s) if answer is NO Commentary or link to doc if answer is YES
Community engagement policy	YES	27/05/2014		www.loddon.vic.gov.au/files/acce7756-7e30-40ab-800c-a33a0104b0f4/POL-Communication-and-community-engagement-policy-v3.pdf
Community engagement guidelines	NO			Guidelines are currently being drafted and awaiting the introduction of the new Local Government Act prior to finalising the draft.
Strategic Resource Plan	YES	26/06/2018		www.loddon.vic.gov.au/Our-documents/Agendas-and-minutes/Agendas-and-minutes-2018
Annual budget	YES	26/06/2018		www.loddon.vic.gov.au/files/46ca291c-9095-48fd-a611-a90c00f1faa8/FIN-Budget-2018-19-v1.pdf
Asset management plans	YES		Bridges AMP: 26/7/2010 Buildings AMP: 23/11/2009 Footpaths AMP: 24/8/2009 Parks AMP: 22/3/2010 Roads AMP: 28/03/2017 Urban Drainage AMP: not yet developed	www.loddon.vic.gov.au/Our-documents/Plans-and-strategies
Rating strategy	YES	24/01/2017		www.loddon.vic.gov.au/files/3eccb647-b24e-4e3f-ba53-a79f00eb012c/STR-Rating-strategy-v1.pdf
Risk policy	YES	26/05/2015		www.loddon.vic.gov.au/files/b1a855ee-cdef-4668-be4b-a4b300fb3f6c/POL-Risk-Management-Policy-v4.pdf
Fraud policy	YES	15/12/2015		www.loddon.vic.gov.au/files/b2e6fb79-f20c-49a7-bc10-a58400df2966/POL-Anti-fraud-and-corruption-policy-v3.pdf
Municipal emergency management plan	YES	26/04/2017		www.loddon.vic.gov.au/files/41f4b384-3bea-4586-bd27-a3c600e6280c/Municipal-Emergency-Management-Plan.pdf

Governance and management item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)	Reason(s) if answer is NO Commentary or link to doc if answer is YES
Procurement policy	YES	22/08/2017		www.loddon.vic.gov.au/files/182fe9e2-011b-429b-9430-a66000e86aa1/POL-Procurement-Policy-v6.pdf
Business continuity plan	YES	28/06/2016		www.loddon.vic.gov.au/files/84185937-d099-49a6-ab22-a63c00b0dedb/STR-Business-Continuity-Framework-v2.pdf
Disaster recovery plan	YES	15/06/2016		This is an internal document.
Risk management framework	YES	26/05/2015		www.loddon.vic.gov.au/files/18f95fd7-6a99-443e-84d0-a4b300fdcf82/STR-Risk-Management-Framework-v1.pdf
Audit Committee	YES	8/11/2000		http://www.loddon.vic.gov.au/files/7c21a5fc-be2e-4288-8e26-a8b101098095/STR-Audit-Committee-Charter-v6.pdf
Internal audit	YES	28/04/2015		The Internal Auditor contract is due for review in June 2019.
Performance reporting framework	YES	22/05/2018		www.loddon.vic.gov.au/files/540983bf-ee18-4324-9077-a8f601190490/STR-Performance-Reporting-Framework-V3.pdf
Council Plan reporting	YES		24/10/2017 23/1/2018	www.loddon.vic.gov.au/Our-documents/Agendas-and-minutes
Financial reporting	YES		For the period ending 30/6/2017: 22/08/2017 For the period ending 30/9/2017: 24/10/2017 For the period ending 31/12/2017: 23/01/2018 For the period ending 31/3/2017: 24/04/2018	www.loddon.vic.gov.au/Our-documents/Agendas-and-minutes

Governance and management item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)	Reason(s) if answer is NO Commentary or link to doc if answer is YES
Risk reporting	YES		To Audit Committee Meeting: 18/08/2017 and 8/02/2018 To Council: 22/8/2017 and 27/2/2018	www.loddon.vic.gov.au/Our-documents/Agendas-and-minutes
Performance reporting	YES		To Audit Committee Meeting: 18/08/2017 and 8/02/2018 To Council: 22/8/2017 and 27/2/2018	www.loddon.vic.gov.au/Our-documents/Agendas-and-minutes
Annual report	YES	24/10/2017		www.loddon.vic.gov.au/Our-documents/Financial-reports
Councillor Code of Conduct	YES	14/02/2017		www.loddon.vic.gov.au/files/04f33d49-9787-4847-800b-a71b00f1ca74/STR-Councillor-code-of-conduct-v4.pdf
Delegations	YES	28/11/2017		www.loddon.vic.gov.au/Our-documents/Agendas-and-minutes
Meeting procedures	YES	26/04/2017		www.loddon.vic.gov.au/Our-documents/Local-laws/Local-Law-1-Process-of-Municipal-Government

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



Phil Pinyon, Chief Executive Officer

Dated: 30/6/2018



Cr Cheryl McKinnon, Mayor

Dated: 30/6/2018

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.

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 2017/18.

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.



► Serpentine Woolshed.

In addition, the Rating Strategy helps to ensure that services are accessible financially to members of our community. The Communications and 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 Communications and Community Engagement Policy that aims to establish 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 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.

Health Records Act 2001

Council collects health data, particularly in the community service area, to be used solely for the primary purpose for which it is collected or directly related purposes.

Council may disclose this information to other allied health professionals for continuity of care. If a referral to an allied health professional is required, consent is obtained unless exempted by other legislation.

Carers Recognition Act 2012

The Carers Recognition Act 2012 defines every council in Victoria as a ‘public service care agency’ and therefore a ‘care support organisation’. As a consequence, councils are required to comply with the Act and to report on this in their annual reports from 2012/13 and thereafter.

This reporting requirement impacts across a wide range of Council activities, including human resources, home and community care, aged and disability services, leisure and recreation, community services, and family and children’s services.

Council has taken all practicable measures to comply with its responsibilities outlined in the Act. Council has promoted the principles of the Act to people in care relationships and to the wider community by distributing printed material through relevant Council services, displaying posters at Council community venues and providing information to organisations represented in Council and community networks.

Council has also taken all practicable measures to ensure that staff, Council agents and volunteers working for us are informed about the principles and obligations of the Act by including information on the care relationship in Council induction and training programs for staff working in home and community care and disability services.

Council has made continuous efforts to review and modify policies, procedures and supports to include recognition of the carer relationship.

Child Safe Standards

Council is committed to protecting the interests and safety of children. Council has 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.

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.

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.

Domestic Animal Management Plan

In accordance with the Domestic Animal Act 1994, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted the Domestic Animal management Plan 2018-2021 in July 2018. The new plan was developed and advertised for public comment via Council's website, Facebook page and copies available to view at Council's Wedderburn and Serpentine offices.

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 Act should be lodged on the FOI application form and sent to:

Mrs Sharon Morrison

Director Corporate Services and Freedom of Information Officer

PO Box 21

Wedderburn 3518

Telephone: (03) 5494 1207

Email: smorrison@loddon.vic.gov.au

Requests can also be lodged online or by email. Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

During the year Council received two requests under the Act.

Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report.

No such Ministerial Directions were received by Council during the financial year.

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 Procedure available to the public on Council's website: www.loddon.vic.gov.au/About-us/Our-Council/Governance/Protected-disclosure

During 2017/18 one disclosure was 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 disclosed for the 2017/18 period.



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