



# ANNUAL REPORT 2015/16



**LODDON**  
SHIRE

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**Front cover image Happy to call Loddon Shire home:** The Anil family proudly display their certificates after being awarded Australian citizenship at a Serpentine ceremony in December 2015.



# INTRODUCTION

## WELCOME TO THE REPORT OF OPERATIONS 2015/16

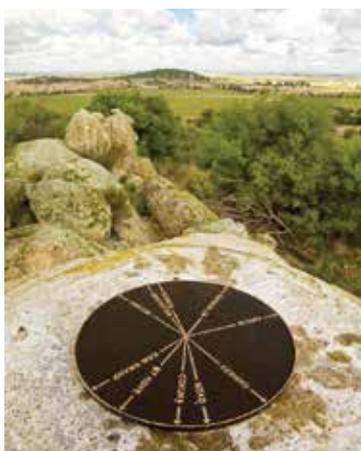
Welcome to Loddon Shire Council's Report of Operations for the year 1 July 2015 to 30 June 2016.

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 and 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.



**God's View marker at Pyramid Hill:** Loddon Shire strives to point families and businesses in the right direction.

## SNAPSHOT OF COUNCIL

### Demographic profile

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.

### Purpose

#### Council Plan 2013-2017

In 2013, Council engaged a facilitator to work with Councillors, senior officers and members of the community to assist in preparing the Council Plan 2013-2017.

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

In accordance with the Local Government 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 26 April 2016, Council determined that a full review of the Council Plan 2013-2017 was not required.

### Our Vision and Mission

The Loddon community vision is:

*Strong communities proud of their individual identities.*

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

*Deliver services that enhance the sustainability and liveability of our communities.*

### Council's core business

Council's core business was identified under 10 headings:

- 1. Leadership:** Providing vision and leadership in planning for our community's longer term future.
- 2. Provision of wellbeing services:** Cost-effectively providing for the basic needs of our communities.
- 3. Planning for future needs:** Anticipating and planning for demographic and economic shifts.
- 4. Economic development:** Supporting the growth and diversification of our economy, based on areas of competitive advantage.



**Inglewood:** The Inglewood community welcomed an influx of visitors as The Great Victorian Bike Ride rolled into town.

- 5. Providing quality infrastructure:** Developing and maintaining both built and natural assets appropriate to community priorities.
- 6. Financial sustainability:** Planning and managing for long-term financial needs and keeping our ratepayers informed about the financial situation.
- 7. Education and life-long learning:** Advocating for better youth engagement and life-long learning outcomes.
- 8. Compliance:** Ensuring we are compliant with all legislative reporting requirements.
- 9. Regulation:** Ensuring community compliance with local regulations.
- 10. Advocacy and partnerships:** Collaborating internally and externally to achieve our region's goals and promoting the interests and position of our Council.

### Council's strategic platforms

Council's strategic platforms for the four years of the plan are:

- 1. Build a network of strong communities:** Support our townships in preserving their individuality whilst leveraging their collective strength.
- 2. Grow our population through appropriate development:** Capitalise on the demand for lifestyle properties, without compromising premium agricultural land or our environment.
- 3. Champion our agrifood enterprises:** Be an advocate for our agrifood sector and support it to remain the backbone of our shire's economy.
- 4. Make our towns liveable and memorable:** Improve the liveability of our towns by making them attractive to existing residents, prospective residents and tourists.
- 5. Grow and diversify our economy:** Attract investment that introduces new industries, presents opportunity to existing businesses and grows our working population.
- 6. Support our transitioning townships:** Support small town communities to retain the best possible quality of life in the face of a declining population with increasing needs.
- 7. Connect with the next generation:** Engage our youth to equip them for a positive future and keep our communities young, vibrant and energised.

The priorities and key projects identified in the Council Plan aim to assist Council in achieving these objectives.

## LODDON SHIRE FACTS AND FIGURES

	2014/15	2015/16
<b>Loddon Shire facts and figures</b>		
<b>Customer service</b>		
Incoming calls received via front counter	19,354	19,631
Land Information Certificates issued	390	413
<b>Rates</b>		
Rates notices issued	7,982	7,982
<b>Roads</b>		
Kilometres of highway	209	209
<b>Kilometres of sealed local roads</b>		
Kilometres of main roads	394	394
Kilometres of sealed access roads	123	123
Kilometres of sealed collector roads	796	798
<b>Gravel local roads</b>		
Kilometres of gravel collector roads	256	254
Kilometres of gravel access roads	1,114	1,114
Kilometres of minor gravel roads	1,186	1,185
<b>Local laws/animal control</b>		
Dogs registered	1,942	1,655
Cats registered	379	328
Local laws permits issued	54	61
Permits to burn issued	21	16
<b>Children and family services</b>		
Births	70	63
Immunisation program (vaccines administered)	779	479
Kindergarten enrolments 4 year old	75	55
Kindergarten enrolments 3 year old	33	35

	2014/15	2015/16
<b>Youth services</b>		
<b>FReeZA events</b>		
Number of events	10	7
Attendance	1,630	1,073
<b>Aged and disability services</b>		
<b>Meals on Wheels</b>		
Meals delivered	8,374	8,820
Number of recipients	305	205
<b>Home care</b>		
Hours delivered	8,047	7,605
Number of recipients	292	275
<b>Home/garden maintenance</b>		
Hours of property maintenance	627	667
Number of recipients	161	134
<b>Personal care</b>		
Hours of personal care	2,582	3,199
Number of recipients	77	69
<b>Respite care</b>		
Hours of respite care	1,582	1,069
Number of recipients	27	11
<b>Planned activity groups</b>		
Hours of activities provided	6,259	5,999
Number of recipients	120	103
<b>Aged and disability assessment team</b>		
Number visited (new and existing service recipients)	525	483
Percentage of existing clients visited at least once during the year	94.8%	92%
Hours of service delivered by the aged and disability direct care staff to residents of Loddon Shire	19,097	18,539

### HIGHLIGHTS FOR THE YEAR

#### Calendar of events 2015/16

##### July 2015

###### Positive community survey response

Loddon Shire received a positive annual report card from the community for the 2014/15 financial year.

Results from the Community Satisfaction Survey revealed Council's overall performance scored six points higher than the average for small rural councils and five points higher than the state-wide average for local governments.

###### Community grants scheme success

Loddon Shire allocated almost \$200,000 to recreation, sporting and service organisations to deliver projects that improve the quality of life for residents.

Since its inception over a decade ago, Council has invested almost \$2 million towards 650 community-based projects worth a total of \$5.5 million.

###### Roads funding injection

Loddon Shire welcomed news it would receive \$5 million in additional roads funding, spread over the 2015/16 and 2016/17 financial years.

The funding injection followed the federal government's decision to reintroduce CPI adjustment on the fuel excise, raising revenue to be given to councils for road maintenance and renewal projects.

###### Pyramid Hill shooting hoops

Plans were made for the construction of a 10m by 10m basketball court at Kelly Park in Pyramid Hill.



**Roads funding injecton:** Council assets being put to good use during a capital works project at Rothackers Road near Serpentine.

The \$25,000 project, which included installation of basketball and netball rings, was designed to increase recreational opportunities for Pyramid Hill youth.

###### Loddon welcomes new citizens

Mayor Gavan Holt conducted a citizenship ceremony in Pyramid Hill.

Eight new Australian citizens were welcomed by more than 70 community members at the ceremony.

Loddon Shire values the contribution being made by the municipality's growing multicultural communities.

###### Loddon receives the gift of life

Dingee Bush Nursing Centre donated an automatic defibrillator device to Council's immunisation service.

Council's immunisation nurses are now better equipped to deal with an anaphylactic reaction to a vaccine during their visits throughout the Shire.

###### Events calendar published

Council produced the annual 2015/16 Calendar of Events, showcasing activities taking place throughout the Shire.

Loddon Shire worked with community groups and event organisers to finalise the calendar which was distributed to information centres within 200 kilometres of the municipal boundaries.

##### August

###### Sports ground water subsidy

Loddon Shire helped keep the Inglewood and Wedderburn sporting communities alive.

This was achieved by setting aside \$30,000 to offset costs associated with drawing water from the Coliban system when the more affordable Skinners Flat and Inglewood Reservoir supplies are exhausted.



**Sports ground water subsidy:** Loddon Shire supports the sports clubs which play a crucial role in uniting and strengthening their communities.



**Loddon hosts Governor of Victoria:** The Governor of Victoria, Linda Dessau AM, embraced the opportunity to learn more about the challenges and opportunities confronting Loddon Shire during her tour of the municipality.

**Bridgewater Caravan Park upgrade**

Council completed the reconstruction of the Bridgewater Caravan Park entrance.

Council identified a need to undertake the upgrade during caravan park refurbishment works.

The entrance now facilitates parallel parking on both sides of the road and allows for two-way traffic flow.

**Community plan revision**

To ensure community planning remains relevant and future focused, Council committed to reviewing its community planning processes.

The review was designed to explore ways to ensure community planning committees were supported, operating effectively and developing plans in line with community needs.

**Streetscape concepts released**

Council released initial concept designs for the About Town streetscape improvement project.

Hundreds of people contributed to community consultation which assisted the development of concept plans for key areas of Bridgewater, Boort, Inglewood and Pyramid Hill.

**Loddon hosts Governor of Victoria**

Loddon Shire Council was honoured to host Her Excellency the Honourable Linda Dessau AM, Governor of Victoria, as part of her first regional tour.

The Governor began her one day visit in Serpentine, speaking with Councillors and Council staff about the history of Loddon Shire and the challenges and opportunities confronting rural municipalities.

**Council landfill clean up**

Loddon Shire Council invested \$100,000 in improving facilities and conducting maintenance work across its four landfill sites.

The works included a general tidy up of windblown litter, earthworks, reconfiguration of the site and asbestos removal after debris was found on site during a routine inspection by the Environment Protection Authority.



**New public toilets for Serpentine:** Serpentine has benefited from a new public toilet block.

### Re-sheeting program begins

Council's works team begin re-sheeting more than 19 kilometres of gravel roads.

The major unsealed roads project was undertaken as part of Council's annual capital works program.

### Lawn mower donation

Donaldson Park curator Leon Holt and Wedderburn Football Club President Andrew Lockhart were officially handed the keys to a new oval mower valued at about \$33,000.

The mower was donated as part of Council's oval mower replacement scheme designed to keep the municipality's sports grounds in top condition.

## September

### Community group grants allocated

Thirty-four community groups were allocated almost \$200,000 to undertake projects throughout the municipality in the 2015/16 financial year.

### Spring Festival program released

The Naturally Loddon Spring Festival program is released.

Program highlights included an event at the Piccoli's Star Spanner Sculpture Gardens, a wetlands guided tour, the Pyramid Hill Fiesta, an archery open day and fishing competition.

### New public toilets for Serpentine

Demolition of the old public toilets has been completed and the foundations of a new building laid.

A new wastewater treatment plant has also been installed as part of the \$170,000 building project.



**Council graders are updated:** A new grader automation feature is helping grader operators like Alan Last make the most of their time.

### DrumMUSTER thanks Loddon

A DrumMUSTER representative travelled to Wedderburn to present Council with a certificate thanking Loddon for its participation in the program which reduces landfill.

Since 1999 Council has collected 212,370 containers for recycling, which converts to 272 tonnes saved from municipal tips.

### Council graders are upgraded

Council has invested \$60,000 in upgrading two graders with an automation feature designed to cut job time and reduce product wastage.

Council hopes to retrofit its five remaining fleet graders with the feature in the future to maximise sealed road reconstruction efficiencies across the Shire.

### Inglewood playground development

The adventure playground at Sloans Park came to life with Council erecting a fence around the area, constructing bridges over dry creek beds, a pyramid, birds nest swing, four bay swings and a hammock.

While the \$80,000 project was jointly funded by Council and the state government, the Inglewood and Bridgewater Men's Shed also contributed through the donation of handcrafted mushroom seating.

## October

### Seniors' Festival finalised

Loddon's Seniors' Festival activities were finalised and publicised throughout the municipality.

Activities included the Victorian Government Anzac Road Show at Serpentine complete with afternoon tea and transport provided, a trip to see the Neil Diamond tribute show at the Bendigo RSL and several mystery trips.

### Stamping out illegal breeding

Council has maintained a firm stand against inhumane dog breeding practices within municipal boundaries.

The RSPCA seized a large number of puppies from unregistered breeders and Council actively participated in the successful prosecution of those who failed to comply with regulations.

### Sunshine Breakfast in Wedderburn

The Loddon Healthy Minds Network celebrated Mental Health Week in association with Wedderburn Lions Club and Wedderburn College by hosting a free breakfast, music and annual art competition display in Jacka Park.

Council supported the Mental Health Week activities as part of the Loddon Healthy Minds Network.

### Guaranteed water supply in pipeline

Premier Daniel Andrews visited Loddon Shire to announce \$1.5 million funding to support the development of a business plan for the proposed South-West Loddon Rural Water Supply Project.

The Premier made the announcement to a gathering of Council representatives and farming community members at Victorian Farmers Federation (VFF) Wedderburn Branch President Graham Nesbit's Glenalbyn property.



**Sunshine Breakfast in Wedderburn:** Wedderburn Lions Club members cooked up a storm at the Sunshine Breakfast.



**Inglewood Town Hall restoration underway:** Business, community and government leaders attended an official turning of the sod ceremony at Inglewood Town Hall. *Photo courtesy of The Loddon Times.*

### Emission reduction and cost savings

Council's Wedderburn office achieved a significant reduction in greenhouse emissions levels and cost savings following the installation of a 30 kilowatt solar system 12 months ago.

At the 12 month mark, Council reported a 30 per cent reduction of power from the grid, resulting in a reduction of almost 32 tonnes of greenhouse emissions.

### Inglewood Town Hall restoration underway

Work began on a redevelopment project to return the iconic Inglewood Town Hall to its former glory.

Federal Member for Murray Hon Dr Sharman Stone MP and State Member for Bendigo West Maree Edwards joined Mayor Gavan Holt and interested business and community members for the turning of the first sod.

### Inaugural Pyramid Hill Fiesta launch

Families who've called Loddon Shire 'their own' for generations and Filipino immigrants who now proudly call the region home, celebrated the richness of their growing community at the inaugural Pyramid Hill Fiesta.

Cultures melded together beautifully through a mix of traditional Filipino street dance and a Santacruzian parade incorporating local school students, followed by a shearing of the sheep and traditional Aussie barbecue.

### High speed internet bridges the gap

Council celebrated news that residents within the Boort, Inglewood, Serpentine, Korong Vale and Wedderburn surrounds could access high speed broadband internet services.

News that the National Broadband Network (NBN) had been turned on in large parts of Loddon Shire's geographically diverse municipality was welcomed as an opportunity to help bridge the gap between city and country by delivering new opportunities.



**Inaugural Pyramid Hill Fiesta launch:** The growing Pyramid Hill community united at the launch of its inaugural Fiesta.



**Hamish and Andy visit Wedderburn:** Mayor Gavan Holt had the honour of riding a vintage tractor through the main street of Wedderburn with Hamish and Andy perched on the back!

### Investing in Great Victorian Bike Ride

Council helped community groups prepare for the RACV Great Victorian Bike Ride.

While Inglewood was the focal point of festivities several other townships en route took the opportunity to give a hospitable welcome.

## November

### Neil Beattie chosen as Mayor elect

Boort Councillor Neil Beattie was chosen as Mayor elect at its most recent Council meeting.

Interested community members were invited to attend a special election meeting to officially vote Councillor Beattie into the leading role.

### Hamish and Andy visit Wedderburn

Wedderburn reaches the national stage as Hamish and Andy's 'Race that Slows Down the Nation' brings publicity money couldn't buy.

Mayor Gavan Holt joined in the fanfare aboard a vintage tractor which formed part of the procession leading Hamish and Andy, their 50 'horses' and trainers towards Donaldson Park.

### Fire danger period declared

The Country Fire Authority (CFA) officially declared the beginning of the Council's fire restriction season.

Due to restoration works being carried out on Inglewood Town Hall, the building was decommissioned as a 'neighbourhood safer place'.

### Wedderburn streetscape works began

The first stage of the \$2.4 million Wedderburn Streetscape Improvement Project began.

The focus of visible work was drilling and conduit work to prepare for the installation of underground power lines.



**Investing in the Great Victorian Bike Ride:** Council helped community groups prepare for a hospitable welcome ahead of The Great Victorian Bike Ride.



**Wedderburn streetscape works begin:** Contractors and sub-contract workers were a familiar sight around Wedderburn as streetscape work got underway.

### Community Access and Inclusion Plan

Community input was sought as Loddon Shire Council's Community Access and Inclusion Plan 2016-2021 was developed.

Community engagement forums were conducted across the Shire and an online survey was posted to maximise participation in the plan's development.

### BPAY option for debtors available

Council increased customer service options through introducing BPAY for debtor accounts.

The initiative offers Council residents a time efficient alternative method for rates payments.

### Councillor Neil Beattie takes on top job

Councillor Neil Beattie was sworn in as Mayor at a special Council meeting held at the Boort Park Sports Club.

Councillor Beattie was first elected to Council in 2005, before being re-elected in 2008 and 2012.

### Major Bridgewater project announced

Premier Daniel Andrews announced improvements will be made within Bridgewater to capitalise on the Loddon River location.

Works on Bridgewater foreshore redevelopment will be carried out as part of a \$1 million state government community infrastructure project included in the drought package.

### Sport and recreation facilities open

Council's five swimming pools opened to the public for the summer season.

Council also encouraged residents to take advantage of the new Wedderburn multi-purpose netball/tennis court at Donaldson Park and the play space developed at Inglewood Sports Centre.

## December

### New equipment saves time and money

Works staff used a new automated guidance control system on a grader to reduce the time and labour required to construct the Mincha West Road north of Pyramid Hill.

The innovative move achieved savings through the reduction of labour in the order of three days of onsite supervision and ten days of construction works, achieving significant savings from the initial \$400,000 budget.

### Supporting schools within the Shire

Council's recreation team worked closely with schools throughout the municipality and, as part of this commitment, arranged a series of fun swimming days to help wind up the school year.

### Creative Christmas tree initiative

Council's tourism and recreation officers joined forces with schools throughout the Shire to spread Christmas cheer.

As part of a new Council initiative, materials and paints were delivered to schools for students to transform wooden blank canvases into brightly coloured Christmas tree sculptures to be displayed at town entrances throughout the Shire.

### Keeping Council parks fresh and tidy

Works staff carried out a range of projects to prepare parks throughout the Shire for the summer months.

In Pyramid Hill this included a complete upgrade of the irrigation system watering the Kelly Street Park and nature strip, and the laying of turf to provide a fresh, green, welcoming community space.

At Boort, an automatic watering system was installed in Jubilee Park, while Inglewood's Sloans Park underwent an irrigation system upgrade with 70 metres of freshly laid turf completing the project.

### Strengthening sports clubs

Council encouraged community participation in the Loddon Sustainable Clubs program planned to be delivered by Sports Focus in 2016.

The program provided an opportunity for clubs to take advantage of free, specialised one-on-one or small group training sessions conducted across the Shire.



**Sport and recreation facilities open:** Council is firmly focused on maintaining and improving sporting facilities across the Shire to maximise community recreational opportunities.

**Creative Christmas tree initiative:** Loddon Shire joined forces with schools to spread a bit of Christmas cheer. *Photo courtesy of The Bendigo Advertiser.*



**Keeping Council parks fresh and tidy:** Council invested in a new water tanker and mower to help outdoor staff keep the municipality fresh and tidy.



**Wedderburn Streetscape progresses:** These before and after shots reveal how Wedderburn's main street has been opened up as work on the town's Streetscape Improvement Project continues.

### Recognising Council volunteers

A two course meal at Wedderburn Hotel was organised to thank Loddon Visitor Information Centre and Wedderburn Community House volunteers.

Volunteers carry out a range of vital activities which, without their assistance would be unable to run and Council is committed to acknowledging their valuable contribution.

### January 2016

#### Online drought forum

The state government established an online forum to give drought affected communities a say in how they can best be supported.

A primary objective of the forum was to determine how to best allocate the \$10 million drought response fund money.

#### Overseas tourists visit Loddon

Loddon Visitor Information Centre staff and volunteers reported a steady flow of people coming through their doors during December.

Interestingly the number of international visitors more than doubled the number dropping into the centre at the same time the previous year and included tourists from Germany, New Zealand, Canada, Thailand, the UK and USA.

#### About Town website live

Master plans for the development of the main street, town entries and key township areas within the Shire were made available to view online.

Residents living in Bridgewater, Boort, Inglewood and Pyramid Hill are encouraged to hop on to [www.abouttown.org](http://www.abouttown.org) to get a clear idea of what's in store for their town, with public feedback welcomed.

#### Loddon Shire turns 21!

January marked the 21st birthday of Loddon Shire.

While strong individual communities within Loddon Shire continue to proudly celebrate their unique identities and histories, the occasion drew us to reflect on how we had rallied together as one municipality.

#### Wedderburn streetscape progresses

Wedderburn's main street appeared to literally transform overnight with the installation of underground power lines which were actually the result of at least three years' planning and preparation.

Council was pleased to reach this stage of the project and received much positive feedback about the difference after removing the rather unsightly web the power lines made.

#### Clubrooms ready for winter season

Work began on a project to reinvigorate the Boort Park sports clubrooms.

Council invested almost \$200,000 in the project which included an extension, refurbishment of the coolroom and bar, new windows and brickwork.

#### Major road works at Mitiamo

Crews began a 700 metre long sealed road rehabilitation project, widening a section of the Echuca Serpentine Road at Mitiamo to a 6.2 metre seal.

The roadwork was scheduled to cost \$235,700 and formed part of the federal government Roads to Recovery program which provided more than \$4.5 million to help keep Council's roads in optimal condition.

#### Australia Day Award congratulations

Council acknowledged the small army of community minded committees which successfully hosted Australia Day events across the Shire.

John Piccoli, who is taking Boort to the rest of the nation through his award winning spanner sculptures, was named Loddon Shire's Citizen of the Year.



**Loddon CEO tenders resignation:** A dinner and presentation was held at The Wedderburn Mechanics Institute Hall to farewell long serving Loddon Shire Chief Executive Officer John McLinden.

## February

### Tourism Strategy feedback sought

Council calls on tourism operators, would-be tourism operators and associated businesses, to have direct input into the development of a five year Shire-wide tourism strategy.

A survey designed to gain feedback on tourism products, marketing tools and plans for growth was distributed to interested parties.

### Loddon CEO tendered resignation

Long serving Loddon Shire Chief Executive Officer John McLinden tendered his resignation.

The move followed his decision to accept a position as Chief Executive Officer of Swan Hill Rural City Council.

### Council sponsors swim-a-thon

The inaugural Pyramid Hill Swim-a-thon was organised to raise funds for an event to mark the pool's 50th birthday.

Council actively encourages residents to support the community focused event ahead of the celebration expected to take place in November.

### Caring for kindergarten children

Council invested in new fencing at Boort and Pyramid Hill pre-schools to improve student safety.

After assessing the potential risk of multiple entry points, Council decided to improve kindergarten security by modifying fencing to provide one single entry point.

### Bridgewater swimming hole upgrade

A group of Hands on Learning (HAL) Wedderburn Secondary School students pitch in to help complete Council landscaping works in the order of \$5,000.

The students planted trees and installed drip lines after Council outdoor staff rolled out 500 metres of turf and installed a new irrigation system at the popular swimming hole.



**Australia Day Award congratulations:** Boort resident John Piccoli (pictured with his wife) was named Loddon Shire Citizen of the Year.



**Caring for kindergarten children:** Council invested in new fencing at Boort and Pyramid Hill pre-schools in a bid to improve student safety.

### Free four-year-old kinder

Council welcomed news that some 25 Loddon Shire families with a child enrolled in a 2016 four-year-old program would be able to benefit from free kindergarten.

Thanks to the state government Drought Relief Fund, families were able to access a drought fee subsidy.

### Community grants open

For the past 15 years the Community Grants Scheme has given clubs and community groups the opportunity to request Council funds to put towards projects that develop or improve existing community facilities, programs or equipment.

### Pool parties prove popular

Council pools hosted several community focused pool parties to wind up the summer swimming season.

The state government Drought Relief Fund provided free family fun including a barbecue, music, inflatable slide and jumping castles.

With the unseasonal hot weather expected to continue and the spirit of the pool parties clearly in mind, Council decided to extend its swimming pool season.

### March

#### Silt removal a sustainable solution

Council invested \$14,000 in a sustainable silt removal project to improve the water capacity of the Wedderburn reservoir.

The five day project cleared almost 5,000 cubic metres of silt which had gathered since the reservoir was last empty in 1982.

The initiative, which is expected to improve the catchment capacity by five megalitres, will ease the need for Council to subsidise sports clubs for the cost of using Coliban Water to maintain their facilities.

#### Loddon welcomed acting CEO

Council welcomed Marg Allan as Acting Chief Executive Officer of Loddon Shire.

Marg came to Loddon with more than 30 years local government experience, including 14 years with the City of Greater Bendigo.



**Boort Park sports clubrooms unveiled:** Loddon Shire Mayor Cr Neil Beattie unveiled a commemorative plaque to celebrate the completion of the Boort Park sports clubrooms extension project. *Photo courtesy of The Loddon Times.*



**Silt removal a sustainable solution:** An excavator on the job at Wedderburn reservoir.

#### Water carter registration warning

While the majority of trucks filling up at the standpipes do so to meet their individual stock and household requirements, a small number are registered to on-sell.

After receiving isolated reports of unregistered water carriers operating in the Shire, Council issued a public health warning for buyers to check their water is coming from a registered, approved source.

#### Boort sports clubrooms unveiled

Loddon Shire Mayor Neil Beattie officially opened the newly refurbished Boort Park sports clubrooms.

The \$200,000 extension and refurbishment project has been warmly welcomed by the social club of Boort Park's user groups netball, hockey, cricket, trotting and Boort Agricultural and Pastoral Society.

#### Inglewood Industrial Estate opens

Council's economic development team is firmly focused on attracting industry to each township within the Shire.

Another step has been taken in that direction, with the Inglewood Industrial Estate completed and five blocks being offered for sale.

#### New Boort netball court

Boort netballers were pleased to hear court improvements being carried out at their club would be finished by the end of the month.

The project's completion marked the achievement of a broader Shire-wide goal to bring all netball courts within the municipality up to Netball Victoria compliance standard.

#### Event management guide launched

To help ensure events run within the Shire are of the highest possible standard, Council produced a practical guide to assist event organisers to understand event requirements and the applicable approvals required.

Event organisers are encouraged to download the guide from Council's website.



**Loddon welcomes acting CEO:** Loddon Shire welcomed to the helm Acting Chief Executive Officer Marg Allan.



**Inglewood fuel spill response:** Council responded to a major chemical spill in Inglewood.

### Pet registrations posted

Renewal notices were posted to the owners of 2,260 dogs and 369 cats registered within Loddon Shire Council in the last financial year.

Pet owners with unregistered pets in their care are advised to contact Council to rectify the situation without fear of penalty.

### April

#### Canberra pipeline trip

Acting CEO Marg Allan, Mayor Neil Beattie and Wedderburn Ward Councillor Gavan Holt travelled to Canberra to discuss the need to secure construction of the South West Loddon Pipeline.

Meetings were secured with Water Minister and Deputy Prime Minister Barnaby Joyce and a senior advisor to the Minister for Regional Development and Deputy Leader of the Nationals Fiona Nash.

#### Bridgewater foreshore plans released

Concept plans detailing a \$400,000 redevelopment of Bridgewater Foreshore were released to the public.

The plans revealed a project designed to enhance the natural beauty of the popular riverside location including walking paths and cycling tracks, sculptural markers, seating and viewing platform.

#### Welcome pipeline announcement

Premier Daniel Andrews announced a \$60 million commitment from the state government, Grampians Wimmera Mallee Water and land owners for the South West Loddon Pipeline project.

The announcement was made during a visit to Ian and Julie Gould's Richmond Plains farm.

#### Taking a stand against violence

Loddon Mallee Women's Health CEO Linda Beilharz presented Council with a plaque acknowledging its commitment to taking a stand against family violence.



**Taking a stand against violence:** Loddon Mallee Women's Health CEO Linda Beilharz presented Loddon Shire Councillors with a plaque acknowledging their commitment to an action plan to stamp out family violence.

The visit followed Council's earlier decision to become a signatory to a commitment statement for the Loddon Mallee Action Plan for the Primary Prevention of Violence Against Women 2016-2019.

#### Inglewood fuel spill response

Council responded to a major chemical spill in Inglewood by providing emergency support and assistance.

Under Environmental Protection Authority (EPA) guidance, Council built a temporary secure bunker for the contaminated soil to be stored at Inglewood Tip.

Council also assisted VicRoads with traffic control, took steps to ensure drainage infrastructure removed throughout the operation was replaced, and took a leading role in keeping the community informed through community meetings.

#### Loddon Community Bash

A free community event including live entertainment, a gourmet barbecue and children's entertainment was held in Wedderburn to give farmers and their families a break.

Funding for the event included \$3,500 though the state government Drought Recovery Fund, \$1,500 from the Vicotiran Farmers Federation (VFF) Look Over The Farm Gate Fund and in-kind planning and preparation support through Council.

### Lobbying for irrigation infrastructure

Council submitted a firmly focused response to the mid-term review of stage 2 of the Goulburn Murray Water Connections project.

Council's submission detailed the reasons the project must be completed across the entire region as initially outlined, and was reinforced through meetings held with Member for Bendigo West, Maree Edwards and Member for Bendigo East, Jacinta Allan.

### New Bridgewater boat ramp

Work began on a \$242,500 boat ramp which will improve access to the Loddon River at Bridgewater for a growing number of boating enthusiasts.

The boat ramp project forms part of Council's plans to redevelop the foreshore.

### Lighting up Kelly Park

Pyramid Hill residents welcomed news that work to upgrade their playground, improve the park's landscaping and install lighting is about to begin.

The \$130,000 project includes floodlighting the park with solar bollards and installing lighting over the entertainment area to maximise usage.

## May

### Council election preparation begins

Information sessions were scheduled to be held at the Serpentine Council Chambers in preparation for the October Council elections.

The sessions, run by the Municipal Association of Victoria, were advertised across the Shire in a bid to draw residents to discover what's involved in standing for Council.



**Loddon tourism in the spotlight:** Loddon Shire was part of a cluster of neighbouring municipalities represented at the launch of the Bendigo Region Destination Management Plan.

### Loddon tourism in the spotlight

A five year plan to guide Loddon Shire's future tourism direction as part of a cluster of neighbouring municipalities was unveiled in Castlemaine.

Key promotional opportunities identified in Loddon Shire included Bridgewater and Inglewood township and foreshore improvements, increasing awareness of indigenous heritage sites as part of the Lake Boort tourism development project and exploring farm-stay accommodation.

### Practical workshops to assist farmers

Loddon Shire farmers were encouraged to take advantage of a free practical workshop delivered by small business experts at the Boort Resource and Information Centre.

The free sessions, including follow-up mentoring sessions, are designed to help farmers plan, prepare and manage through continuing dry times.

### Canberra discussions promising

Council's Canberra delegation was encouraged by face to face discussion about the pressing need to proceed with construction of the South West Loddon Pipeline.

Information presented was heard and understood, with suggestions being forwarded for further funding sources to secure the balance of funds required.

### Major Serpentine sports project sealed

At the May Council meeting, a decision to invest over \$1.1 million in Serpentine's sports recreational facilities was firmed up.

The signed and sealed contract includes construction of new change room facilities and an upgrade of the community hall at Janiember Park.



**Council election preparation begins:** A meeting for residents wanting to find out more about standing for Council was scheduled to be held at the Serpentine Council Chambers. This photo was taken at the Serpentine Council Chambers during the visit by the Governor of Victoria, Linda Dessau AM.

### Occasional child care offered

Council's early years team conducted information sessions at kindergartens across the Shire to help promote a new occasional child care program.

The funding received to run the program provides an opportunity for parents to access child care on a casual needs basis, without tying the family into a regular weekly commitment.

### Creating youth cultural opportunities

Council's Recreation and Youth Officer coordinated a street arts program which took 24 students from across the Shire to Melbourne to immerse themselves in a three day program.

The street arts program included a studio-based component where participants learnt a range of techniques they could use to produce art work like that displayed in Melbourne alleyways.

### Draft budget ready for feedback

The draft budget for the year ending 30 June 2017 was placed on public display, ready for feedback.

A cursory look at the budget reveals a small cash surplus with a healthy debt free position for the first time in ten years, after completing the final payment on the loan for the Council office in Wedderburn.



**Occasional child care offered:** Council's Early Years team established a new occasional child care program.



**Creating youth cultural opportunities:** A select number of students from across the Shire immersed themselves in a street art program coordinated with Council support.

### Discover Loddon's treasures

Council's tourism team arranged a familiarisation tour around the southern end of the Shire, visiting key tourism assets.

The tour provided a wonderful opportunity for Loddon Visitor Information Centre volunteers to share stories and build on their local knowledge.

## June

### Connections Project meeting

Residents interested in having a say about how the Goulburn Murray Water Connections Project is delivered were encouraged to attend a meeting in Pyramid Hill.

As a member of the Connections Project Stakeholder Committee, Mayor Neil Beattie was well positioned to present the case for having the irrigation project completed across the entire region as initially outlined.

### Dairy community called to Calivil

Dairy farmers, their families and others impacted by broadly publicised industry changes were invited to a community meeting at Calivil Hall.

Key speakers included Richard Cross of Murray Dairy and Warwick James from the Australian Broadcasting Commission.

Representatives from Rural Financial Counselling Service and other agencies were on site to provide individual support, advice and information.

### Listening and acting following fuel spill

Strong community consultation following the Inglewood fuel spill resulted in the decision to reinstate a brick lined drain in the 170 metre section closest to the highway.

It became clear at community meetings that residents considered it important the drain be rebuilt in line with the historic appearance of the town.



**Discover Loddon's treasures:** Wedderburn Patchwork Group members sit and stitch in between answering queries at the Loddon Visitor Information Centre.



**\$20 million water security windfall:** Farmers and politicians gather for an announcement giving the green light for construction of the South West Loddon Pipeline.



**A creative data collection solution:** Garbage collectors are an invaluable resource to collect mobile phone signal strengths as they travel the Shire.

### Loddon receives healthy report card

The 2016 Loddon Shire Council Community Satisfaction Survey revealed a customer service rating above the state average.

One particularly noteworthy finding was that the municipality's Councillors were considered among the best things about Loddon Shire Council.

Other areas of high community satisfaction included Loddon Shire's sport and recreation facilities, parks and gardens, waste management services and road and street maintenance.

### \$20 million water security windfall

Farmers, politicians and media converged at Loddon Shire's Wedderburn Council office for a \$20 million announcement giving the green light for construction of the South West Loddon Pipeline.



**Road maintenance a top priority:** In the last 12 months almost half Council's outdoor operations staff were dedicated to unsealed road maintenance.

Mayor Neil Beattie took the opportunity to express his gratitude to all who had worked passionately toward making the project a reality.

### Zero tolerance on puppy farms

In the last 12 months Council's local laws team have successfully prosecuted three separate cases of illegal dog breeding within the Shire boundaries.

A case brought before Bendigo Magistrate's Court in June resulted in the defendant being ordered to pay a \$45,000 fine and being banned from owning, breeding or working with dogs for 10 years.

An order was also made for the defendant to pay Council's legal costs, totalling \$11,016.

### Road maintenance a top priority

In the last 12 months Council's unsealed road network maintenance program benefited from \$1.3 million labour, \$100,000 worth of materials and \$2.2 million in plant costs.

As at June 2016, almost half of Council's outdoor operations staff were dedicated to the maintenance of unsealed roads and shoulders.

### A creative data collection solution

Councillors were briefed on garbage collectors gathering invaluable mobile data blackspot information as they follow their usual routes throughout the Shire in August.

The move follows Loddon Shire's decision to use a device designed to collect and upload mobile phone signal strength, network performance and call drop out locations, as part of a state government plan to accurately detect and eradicate mobile phone black spots.

## Grants 2015/16

### Community grants

- About Boort Newsletter
- Bears Lagoon Church
- Bears Lagoon Serpentine Recreation Reserve
- Bears Lagoon Tennis Club
- Boort Agricultural and Pastoral Society
- Boort Angling Club
- Boort Business and Tourism Council
- Boort Community Centre
- Boort Historical Society
- Boort Lawn Bowls Club
- Boort Resource and Information Centre
- Bridgewater on Loddon Bowling Club
- Bridgewater on Loddon Development
- Bridgewater on Loddon Recreation Reserve
- Calivil Bowling Club
- Calivil United Football Netball Club
- Coach House Gallery
- Donaldson Park
- Dunolly and District Field and Game Club
- Durham Ox Memorial Hall
- East Loddon Lions Club
- Eddington Community Centre
- Inglewood and Bridgewater Men's Shed
- Inglewood Community Sports Centre
- Inglewood Football Netball Club
- Inglewood Lions Club
- Inglewood Resource and Information Centre
- Korong Vale Golf Club
- Korong Vale Tennis Club
- Life Line
- Loddon Plains Landcare Network
- Loddon Pony Club
- Loddon Vale Landcare Group
- Newbridge Football Netball Club
- Pyramid Hill Men's Shed

- Pyramid Hill Neighbourhood House
- Pyramid Hill Preschool
- Serpentine Bowling Club
- WARTS n All
- Wedderburn Band Cricket Club
- Wedderburn Community Centre
- Wedderburn Community House
- Wedderburn Golf Club
- Wedderburn Mechanics and Literary Institute Hall
- Wedderburn Netball Club
- Wedderburn Tourism

### Event sponsorship scheme

- Boort Agricultural and Pastoral Society
- Boort Bowling Club
- Boort Business and Tourism Council
- Boort Development Committee of Management
- Boort District Harness Racing Club
- Boort Golf Club
- Boort Indoor Bowls
- Boort Lake Croquet Club
- Boort Tennis Club
- Bridgewater Bowling Club
- Bridgewater Football Club
- Bridgewater Primary School Council
- Bridgewater Ski Club
- Calivil Bowling Club
- Calivil Golf Club
- Calivil United Football Netball Club
- Dingee Bowling Club
- Dingee Progress Association
- Friends of Kooyoora
- Inglewood Bowling Club
- Inglewood Football Club
- Inglewood Golf Club
- Inglewood Lions Club
- Inglewood Riding Club
- Korong Vale Bowls Club
- Loddon Darts Association
- Loddon Southern Tourism and Development

- Northern Victoria Quarter Horse Association
- Pyramid Hill and District Historical Society
- Pyramid Hill Bowling Club
- Pyramid Hill Fiesta
- Pyramid Hill Golf Club
- Pyramid Hill Swimming Pool
- Rheola Charity Carnival 2016
- Serpentine Bowling Club
- Wedderburn and District Harness Racing Club
- Wedderburn Band Cricket Club
- Wedderburn Bowls Club
- Wedderburn Community House
- Wedderburn Development Association
- Wedderburn Golf Club
- Wedderburn Historical Engine Society
- Wedderburn Kindergarten

### League sponsorship

- Loddon Valley Football/Netball League
- North Central Football League

### Youth development

- McCallum Disability Services



The Coach House Gallery benefitted from Loddon Shire's 2015/16 Community Grants Program.

## CHALLENGES AND FUTURE OUTLOOK

### Our challenges

#### A constrained and yet uncertain fiscal environment

Local government and in particular, rural local government of Victoria are facing a number of financial challenges. These challenges seem to have combined in the recent past to create a number of difficulties. The challenges include freezing the indexation of financial assistance grants from the federal government for a three-year period, the loss of Council's \$1 million annual local Roads and Bridges Program provided by the state government and the introduction of rate capping effective from 2016/17 financial year. While there has been some good news in relation to financial grants for local government, the three issues above reduce Council's financial capacity and, in the medium to long-term, may reduce the services and asset renewals that Council is capable of funding.

#### Retaining our youth

The demographics of Loddon Shire are indicating that the loss of our youth is a continuing problem. The population of Loddon Shire is ageing more rapidly than the rest of Victoria and Australia. The average Loddon resident is 13 years older than the average Victorian or Australian resident. We are older and we are ageing more rapidly because our vibrant youth are leaving our municipality to seek higher education or employment opportunities.

Council has not been able to reverse this trend and this sounds some alarm bells for the future viability of our community.

#### Changing weather patterns and unreliable rainfall

Loddon's economy is dominated by the agricultural sector and the fortunes of agriculture rest on the amount and reliability of rainfall. Our farming community faced significant challenges in the changing and uncertain weather patterns affecting this part of Victoria.

#### Council's road network

The burden of maintaining and renewing Council's extensive road network continues to dominate Council's thinking when considering the responsible allocation of its finite financial resources.

#### Ageing volunteers

The communities that make up Loddon Shire are strongly self-reliant. Much of the organised sport and community activities within this municipality are hosted and made possible by the efforts of volunteers. As our population ages, so too do our volunteers. Communities right across this municipality are seeing an ever-shrinking pool of volunteers available to deliver community events.

#### Council's ageing workforce

As our population ages and the youth of our municipality leave to seek employment and other opportunities in larger centres, Council continues to experience difficulty in attracting young workers to its workforce.



**Combined Christmas party:** Senior citizens from across the municipality shared a Christmas luncheon.



**Pattern changes:** Loddon is facing a range of climate, community and finance related changes and challenges.

### Council's building infrastructure

Council has an extensive range of community assets to deliver its services including around 140 buildings with a total value of \$59 million. Council recognises that it doesn't have the financial capacity to maintain all the works required for this asset base. The maintenance and upgrade of buildings is a shared responsibility between Council and user groups through user agreements. Council is undertaking a building asset condition survey to gather information regarding the condition of all buildings. This survey will inform Council on the future maintenance needs of all buildings and allow a detailed Building Asset Management Plan to be developed. The financial implications of this plan will need to be considered for future budgets.

### Changes in community services

Council faces changes to the funding of services previously provided through the Home and Community Care program. The introduction of the National Disability Insurance Scheme (NDIS) in Loddon in 2017 removes current block funding for services provided to residents with a disability under the age of 65. Future services will be purchased by the service recipient directly from the service provider. This may impact on the level of service available for provision by Council to residents of Loddon aged under 65 who meet the NDIS eligibility criteria.

From 1 July 2016 the provision of services for residents aged over 65 will be funded directly from the Commonwealth Government through the Commonwealth Home Support Program (CHSP). In a three year transition period, Council is guaranteed current funding and no tendering of services for the period 1 July 2016 to 30 June 2019. It is uncertain as to what will occur with the provision of services on behalf of the Commonwealth Home Support Program following 30 June 2016.

### The future

#### Bridgewater foreshore project

Council has prepared concept plans for the Bridgewater foreshore redevelopment. The project will take place on the township side of the river and extend from the existing swimming hole to the Bridgewater Caravan Park. On the ground works will commence in November 2016 and will include the construction of viewing platforms and boardwalks, the extension of walking trails, the installation of interpretive signage, as well as general beautification and landscaping works.

#### Janiember Park redevelopment

The Janiember Park redevelopment project will provide upgraded facilities and improvements to the amenity at the Serpentine Recreation Reserve (Janiember Park). The components of this project are:

- construction of new change room facilities for netball and football
- construction of change room facilities for both male and female umpires
- construction of public toilets
- a community gymnasium area
- conversion of old change-rooms into a new social area
- minor upgrade works to the existing Memorial Hall
- demolition of existing social rooms
- landscaping around the new facilities
- installation of a playground
- drainage/kerb and channel works at the front of the building along Chapel Street.

All components of the project will be constructed to current day standards in regard to Disability Discrimination Act compliance, Australian Football League, netball and building code standards.



**New opportunities:** Agribusiness Development Officer Darryn Hartnett inspects a commercial poppy crop being trialled within the Shire boundaries.

### Streetscape plans

Council is committed to delivering a broad streetscape program that focuses on improving the commercial centres and main streets of our townships. Funding the delivery of these streetscape programs will be a significant financial challenge for Council, but one which the Council is committed to achieving as it believes having towns that people want to live in and visit is an essential component of our future growth strategy.

Concept plans for the development of the main street, town entries and key township areas in Bridgewater, Boort, Inglewood, Pyramid Hill and Wedderburn were made available for public feedback, with carefully considered master plans being developed.

### Inglewood Town Hall hub

Work is progressing well on the construction of a new two level community centre adjacent to Inglewood Town Hall. By June 2016 the frame and roof of the new community centre had been firmly erected and work was completed on the installation of walls and ceilings. The next stage of the project involves the installation of a new kitchen and refurbishment of the front rooms of Inglewood Town Hall which, in recent months, has been returned to its former splendour.

### The growing agribusiness sector

Council will continue to invest in resources to support agribusiness within Loddon Shire. Council has a particular focus on value adding to create new employment opportunities.



**New facilities:** Work began on the construction of a new community centre adjacent to the Inglewood Town Hall. The new community hub is designed to meet future community needs.

### South West Loddon Pipeline Project

Agriculture, agribusiness and associated tourism ventures are the lifeblood of Loddon Shire, and decisions made about water have the power to make or break countless small businesses within the municipality. Securing funding to get the \$80.6 million project underway is cause for celebration. Construction of the 1,300 kilometre stock and domestic pipeline in the south west of the Loddon Shire will deliver a secure water supply which will ease pressure during dry times. On 7 April 2016 Premier Daniel Andrews travelled to Wedderburn to announce that the state government would contribute \$40 million. Grampians Wimmera Mallee Water had previously pledged \$15 million and landowners are contributing \$5.6 million. The remaining \$20 million is the subject of discussion with the Commonwealth Government. Once completed, the pipeline will supply water to more than 630 rural properties.

This project will connect the Waranga Western Channel with the Wimmera Mallee Pipeline, further expanding the Victorian water grid and providing a secure water supply to rural properties that currently rely on rainfall and catchment dams for their farms.

### Service delivery reviews

Council has committed to implementing a Service Delivery Review Program. The purpose of the program is to ensure Council invests in the right services at the right standard and in the right way to build strong communities proud of their individual identities. Council already uses a range of continuous improvement approaches to ensure its services remain relevant and responsive to community needs. Service Delivery Reviews will help us to better understand the service needs of the community and how the services can be delivered in a financially sustainable way.



# THE YEAR IN REVIEW



## MAYOR'S MESSAGE

This 22<sup>nd</sup> annual report of Loddon Shire Council outlines our achievements over the past twelve months in delivering on the strategic objectives as outlined in the Council Plan 2013-2017. This is also the final term of the current Council, with elections being held on 22 October 2016.

To achieve its objectives, the role of Council includes:

- acting as a representative government by taking into account the diverse views and needs of the community in decision making
- providing leadership by establishing well-defined strategic objectives and monitoring their delivery
- maintaining the viability of Council by ensuring that resources are managed in a responsible and accountable manner
- advocating on behalf of the local community to other communities, agencies and governments on issues of concern
- fostering community cohesion and encouraging participation in public life.

## Long term planning

Council must ensure it plans for the future as well as delivering in the present. We are very aware of the need to maintain financial viability, in the light of increasing costs and the limitations of revenue raising. While we now need to operate within the rate cap set by the state government, we are ensuring this will not impact on our viability in the long term. Council has continued to support projects identified by community groups through the community grants and community planning programs.

Council has updated its capital works program and its long term infrastructure program, continuing to identify projects that will make the Shire more prosperous.

## Advocacy

Access to reliable water is a constant concern for our Shire. The last few years of drought have again highlighted this need. Water has been a key platform in our advocacy to other levels of government for support to secure a stock and domestic water pipeline in the south west of the Shire. During this past year, we have worked closely with government at both state and Commonwealth levels to seek project funding and ensure its delivery. I am delighted that we have secured the full funding required to install the pipeline. The \$80.6M required for the project will be met by state and federal governments, Grampians Wimmera Mallee Water and landowners. We are participating in the Project Steering Committee and overseeing the Community Consultative Committee.

We strongly advocated to the state government regarding the Goulburn Murray Water Connections Project which promised to upgrade all the irrigation connections in the Goulburn Murray Irrigation District. This project affects the Loddon Valley in the north of our Shire. As a result, I have been appointed by the Minister for Environment, Climate Change and Water, Lisa Neville, as a member of the Goulburn Murray Water Connections Project Stakeholder Committee to advise her on the future of this project.

### Regional relationships

Much of the success of advocacy work relies on strong regional partnerships, as together we can be a stronger voice for our individual councils. Loddon Shire continues to be represented on the Municipal Association of Victoria, Rural Councils Victoria, Loddon Campaspe Councils and the Murray River Group of Councils. These relationships remain strong and have been very successful in supporting councils, sharing information and joint advocacy efforts.

### Transition to a new CEO

In March 2016, Chief Executive Officer (CEO), John McLinden resigned from Council to take up the position of CEO at Swan Hill Rural City Council. John was CEO for 10 years and during that time, he capably led the organisation through some significant challenges including the 2011 flood recovery. He has been a major contributor to many achievements in Loddon Shire and we wish John every success.

During the transition period, Marg Allan was appointed as acting CEO, prior to the commencement of Phil Pinyon which will occur early in the new financial year. We are pleased to have appointed Phil as our new CEO. He brings a wealth of experience and is looking forward to joining our community.

### In conclusion

While we face continual challenges to fund the delivery of services and projects that benefit the community, our Community Satisfaction Survey results shows that we are performing better than our small council counterparts and above the state average.

I would like to thank my fellow councillors and the many volunteers within the community who contribute to the ongoing viability and liveability of our region. I would also like to express my gratitude to our former CEO, John McLinden, who so capably led the organisation for 10 years, and to Marg Allan who has supported the transition to the new CEO. I am very grateful for the work of the staff for their commitment to help enhance the sustainability and liveability of Loddon Shire.



**Neil Beattie**  
Mayor



## ACTING CHIEF EXECUTIVE OFFICER'S MESSAGE

On behalf of the Loddon Shire Council, it gives me great pleasure to present Council's annual report for the year 2015/16. Following the resignation of John McLinden in March 2016, I have had the privilege of undertaking the CEO role in an acting capacity.

The CEO is responsible for:

- establishing and maintaining an appropriate organisational structure for the Council
- ensuring that the decisions of the Council are implemented without undue delay
- the day to day management of the Council's operations in accordance with the Council Plan
- developing, adopting and disseminating a code of conduct for Council staff
- providing timely advice to the Council
- carrying out the Council's responsibilities as a deemed employer with respect to Councillors, as deemed workers, which arise under or with respect to the Accident Compensation Act 1985 or the Accident Compensation (Work Cover Insurance) Act 1993.

### Highlights

The 2015/16 year has been a successful year for Loddon Shire with a number of projects completed or nearing completion. These included:

- Inglewood Town Hall hub nearing completion
- Serpentine public toilets redevelopment completed
- funding secured for Stage 1 of the Bridgewater Foreshore project which will improve access to the Loddon River and create attractive visiting and stop-over locations beside the river
- a contract let for the construction of the sporting pavilion at Janiember Park Serpentine
- concept plans developed for future streetscape works in Inglewood, Boort, Pyramid Hill and Bridgewater

- a contract let for the next stage of construction of the Wedderburn Streetscape Improvement Project.

In addition to undertaking new projects, Council continues to maintain its existing assets, including the extensive road network and community buildings, as well as delivering many programs and services.

A major restructure of the indoor workforce was undertaken this year. The restructure achieved a more effective organisational structure by aligning functions and streamlining services. I am confident that the new structure will assist Council to deliver sound results in the future.

We have been involved in many projects with our regional neighbours. By sharing responsibilities, we can increase our efficiency and effectiveness. We continue to work towards a common emergency management process with four other councils, have developed the Bendigo Region Destination Management Plan, a Regional Transport Strategy and contributed to the Regional Waste Management Strategy.

Council has been extremely successful in advocating for the Shire regarding water issues, and in particular, by attracting the funding required to construct the South West Loddon pipeline. This pipeline will bring major benefits to the area by securing water supply to over 600 properties. These properties are both farming and lifestyle properties. The pipeline will also provide future opportunities for new industry, particularly in intensive agriculture, through this area.

Council has a key role in emergency management. In March 2016, a significant chemical spill occurred in Inglewood. Council officers played a key role in managing the community recovery and clean-up of 55,000 litres of fuel. The extensive clean-up of the affected area continues. This is required to ensure that all remnants of fuel are removed and the area is entirely safe.

I am grateful for the opportunity to support Loddon Shire Council as the acting CEO, and I extend my appreciation to the councillors, staff and community for their tremendous support during this time. The organisation has performed very well over the past 12 months and I am confident that the organisation is well equipped to deal with the challenges of the future.



**Marg Allan**  
Acting CEO

## DESCRIPTION OF OPERATIONS

### Description of operations

Loddon Shire 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 supports the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2013-2017, the budget, and documented in this report. Refer to the section on Our Performance for more information about Council services.

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

### Economic factors

Council had a higher than expected cash balance on hand and was therefore able to earn more interest from investments. Council also has no interest bearing loans/borrowings as at 30 June 2016.

### Major capital works

#### Bridgewater Foreshore redevelopment takes shape

Loddon Shire Council released concept plans for a \$400,000 redevelopment project designed to capitalise on Bridgewater's natural riverside beauty.

On-the-ground works, to commence in November 2016, include the construction of viewing platforms and boardwalks, the extension of walking trails, the installation of interpretive signage, as well as general beautification and landscaping works.

The project was designed to encourage residents to further enjoy their riverside home, and to invite passing travellers to take a rest break, stretch their legs and have a bite of lunch while enjoying the view.

Council is contributing \$100,000 to the project, with the remaining \$300,000 to be delivered through the Regional Development Victoria Drought Recovery Program.

The project will take place on the township side of the river and extend from the existing swimming hole to the Bridgewater Caravan Park.



**Bridgewater Boat Ramp improvements:** The Bridgewater Boat Ramp before and during reconstruction works.

It will be one of the most significant tourism related projects to be undertaken within the municipality in the 2016/17 financial year.

### Joint re-seal tender achieves real savings

Best value practice was demonstrated through the development of a joint tender for Council's annual road re-seal program.

Council worked closely with neighbouring Central Goldfields and Mount Alexander Shires to secure a tender which provided cost savings for all.

In the 2015/16 financial year, 46 kilometres of sealed roads within Loddon Shire were re-sealed, and about 10 kilometres of final seal was undertaken by Boral Asphalt who were awarded the tender following careful evaluation.

Council obtained a genuine saving of approximately 5 per cent for the re-seal works through resource sharing including a reduction in tender administration costs.

After the final claims by the contractor and shared savings adjustment, Council was able to save in the order of \$40,000.

Council will continue a joint tender approach in the 2016/17 financial year by working with Central Goldfields Shire Council.

### Boort Park clubrooms upgrade

A \$200,000 extension and refurbishment project to upgrade the Boort Park clubrooms was completed in March 2016.

An official opening of the \$200,000 extension and refurbishment project was planned to coincide with the town's annual Pacing Cup.

A veranda renovation, refurbishment of the coolroom and bar, new windows and brickwork were highlights of the project.

The veranda renovations were designed to provide a larger area to socialise in, with part of the structure being enclosed to increase year round use.

The extension also brought sports spectators a little closer to the action, so it was pleasing to have completed the project in time for the Cup.

Loddon Shire Mayor and Boort Ward Councillor Neil Beattie unveiled a commemorative plaque to mark the occasion at the annual sporting event.

The completion of the major improvement works was a landmark occasion as the community facility is the social hub of Boort's football, netball and hockey clubs.

### Bridgewater boat ramp improvements

A boat ramp reconstruction project in Bridgewater was a focal point of the 2015/16 financial year capital works program.

With assistance from the state government under its Boating Safety and Facilities grant, the \$283,000 project was designed to improve the ramp's approach angle and width.

Provisions were also made for better pedestrian access and safety including construction of a boardwalk.

Works began in September 2015 and despite some delays due to wet weather and poor ground conditions, the new Bridgewater boat ramp is scheduled to be completed in August 2016.

The boat ramp project was undertaken after the Ski Club raised concerns with Council about the poor standard and safety of access to the Loddon River at Bridgewater.

Works planned for the precinct, including the establishment of a designated parking area for boating users, will enhance the area for all.

### Wedderburn reservoir silt removal

Council invested \$14,000 in a sustainable silt removal project to improve the water capacity of Wedderburn reservoir.

Contractors used an excavator and two dump trucks to complete the five day operation, which is expected to pay for itself in the medium term.

The project cleared almost 5,000 cubic metres of silt which had gathered since the reservoir was last empty in 1982.

With poor rainfall leaving the reservoir near empty this summer, Council took a timely approach to clearing the silt which will improve the catchment capacity by five megalitres.

This increased water will ease the need for Council to subsidise sports clubs the cost of using Coliban Water to maintain Donaldson Park Recreation Reserve, the tennis courts, bowling green and Market Square Cricket Ground when reservoir levels are low.

The timely initiative achieved the added bonus of beautifying Wedderburn Caravan Park for the enjoyment of locals and visitors alike.

### Serpentine rest stop completed

Residents, visitors and travellers passing through Serpentine are benefiting from a \$170,000 public toilet upgrade.

The brand new toilet facilities were completed and open to the public in March 2016.

This followed demolition of the old public toilets and the construction of a freshly designed facility.

A new wastewater treatment plant was also installed as part of the major project.

### Inglewood community centre development

Work is progressing well on the construction of a new two level community centre adjacent to Inglewood Town Hall.

By June 2016 the frame and roof of the new community centre had been firmly erected and work was completed on the installation of walls and ceilings.

The next stage of the project revolved around the installation of a new kitchen and refurbishment of the front rooms of Inglewood Town Hall which in preceding months had been returned to its former splendour.

Inglewood residents are looking forward to enjoying their new community centre in the near future.

The project would not have come to fruition without the joint financial backing of local, state and Australian governments, along with a generous contribution from the Inglewood and District Community Bank.

### Wedderburn streetscape transformation

Wedderburn's main street appeared to transform overnight with the installation of underground power lines installed as a key feature of continuing streetscape improvement works.

In the 2016/17 financial year, planned work includes improvements to footpaths, kerb and channel, drainage, paving and car parking.

Another highlight of the project will be the planting of mature Chinese Elms to line the main street.

Residents in neighbouring wards across the municipality also have much to look forward to.

Council is firmly focused on attracting funding to ensure several key streetscapes within Loddon Shire benefit from improvements.

Concept plans for the development of the main street, town entries and key township areas in Bridgewater, Boort, Inglewood and Pyramid Hill were made available for public feedback, with carefully considered master plans being developed.



**Wedderburn reservoir silt removal:** A silt removal project was undertaken to improve the water capacity of Wedderburn reservoir.

### Pyramid Hill war memorial beautification

Council worked closely with Pyramid Hill Memorial Hall Committee of Management members and key community members to complete a project designed to beautify the space surrounding the Boer War Memorial.

The townscape services team established a lawn area, planted pencil pines and two Chinese Elm shade trees to create an inviting area.

They also built a new footpath, installed seating and an automatic watering system to help maintain the garden located around the forecourt of the Pyramid Hill Memorial Hall.

The Pyramid Hill Men's Shed contributed by repairing and painting the flag pole and a garden seat.

It is anticipated that once it matures, the garden area will become a reflective area for residents as well as an inviting rest spot for travellers, being in close proximity to the township's café precinct.

### Major changes

In 2015/16 Council undertook a restructure of its management team. This restructure has provided:

- increased ability to meet the needs of future Loddon communities
- more balanced workloads between directorates
- better alignment of services, programs and projects with the priorities listed in the Council Plan.

### Major achievements

- approval of Council's Social Media Strategy
- promotion of a Calendar of Events across the region
- review of volunteer organisations' membership and contact details
- implementation of the Rural Zones Review

- rezoning of the Bridgewater residential subdivision
- implementation of online planning application process for commercial development (SPEAR system)
- adoption and implementation of the Economic Development Strategy
- support for the Innovative Farming Project
- adoption of the Northern Victorian Regional Transport Strategy
- engagement of an Agribusiness Development Officer
- development of concept plans for Boort, Pyramid Hill and Bridgewater streetscapes
- development of a self-diagnostic customer service template for businesses
- facilitation of annual customer service training for businesses
- development and promotion of an accommodation brochure to lift local hospitality capability
- an audit of unsightly properties in major towns
- implementation of an ongoing capital works program for parks and gardens facilities
- development of a master plan for all recreational facilities
- development and implementation of a new recreation strategy
- establishment of Loddon as an RV-friendly Shire
- participation in the Red Cross Vulnerable People project
- establishment and operation of a Youth Advisory Council
- support for a young professional leadership through partnership with Bendigo Young Professionals Network
- support for the Kool Skools Program
- support for the Freeza program
- partnering with businesses and the Local Learning Employment Network



**Pyramid Hill war memorial beautification:** Beautification work in the space surrounding Pyramid Hill's Boer War memorial will provide a reflective area for residents and inviting rest spot for travellers.



# OUR COUNCIL

## SHIRE PEOPLE

### Our Shire

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, Laanecoore Reservoir and various wineries.

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



### Our people

#### Population

The Preliminary Estimated Resident Population (from the Australian Bureau of Statistics) for 2015 in Loddon Shire was 7,283 and the number of private dwellings, according to the 2011 Census, was 4,143.

The Census concluded that the overall median age of people in the Shire was 50 years, the median weekly household income was \$686 and the median weekly rent \$100.

The proportion of rented households in 2011 was 16% and those with a mortgage 23%. Overall, 52% of the population owned their dwelling.

Census population figures for our bigger towns in 2011 were given as follows: Boort (760), Inglewood (711), Wedderburn (680), Pyramid Hill (419) and Bridgewater on Loddon (363).

Population was spread across the following age groups:

Children and young people, 0 to 17 years	21%
Adults, 18 to 69 years	62%
Mature adults and seniors, 69+ years	17%

During the year, Council recorded 63 births in the Shire (down from 70 in 2014/15).

### Origin

The top five ancestries claimed by residents of the Loddon Shire during the 2011 Census were Australian (44%), English (41%), Scottish (13%), Irish (11%) and German (3%).

Overall, 86% of residents were born in Australia and 93% speak only English at home.

### Education

Overall, 32% of the population aged 15 and over held educational qualifications, while 55% had no qualifications.

The remaining 13% did not state their qualification level.

### Employment

2011 Census data showed that 2,932 residents of Loddon Shire were employed.

Of that total, 37% of workers were involved in agriculture, forestry and fishing, 10% in health care and social assistance, 7% in retail trade, 7% in manufacturing, 5% in construction, and 5% in public administration and safety.

In 2011 the car was the principal method by which people travelled to work. In total, 55% used a private vehicle, 20% worked at home and 8% always walked to work.

### Volunteers

Loddon Shire has a strong sense of self-reliance and community spirit, and this is reflected in the rate of volunteerism experienced. The 2011 Census showed a rate of 34% of the population volunteering – and many of those volunteers held roles in a number of community organisations.

This figure compared with a total of 23% in regional Victoria generally.

In addition, 13% of our people provided unpaid care for others.

## COUNCIL CONTACTS

### Municipal offices

#### Wedderburn

41 High Street, Wedderburn, 3518

**Local call:** 1300 365 200

Phone: (03) 5494 1200

Fax: (03) 5494 3003

#### Serpentine

37 Peppercorn Way, Serpentine, 3517

Phone: (03) 5437 7999

Fax: (03) 5437 8407

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 54941200
- Speak and Listen users phone 1300 555 727, then ask for 03 54941200

For more information, visit: [www.relayservice.gov.au](http://www.relayservice.gov.au).

**Office hours:** 8.15am – 4.45pm  
Monday to Friday (except public holidays)

**Website:** [www.loddon.vic.gov.au](http://www.loddon.vic.gov.au)

**Email:** [loddon@loddon.vic.gov.au](mailto:loddon@loddon.vic.gov.au)



**Loddon Shire offices:** The budget for the year ending 30 June 2017 revealed a healthy debt free position for the first time in ten years, after completing the final payment on the Council office in Wedderburn.

## Municipal library

### North Central Goldfields Regional Library Corporation

HQ 259 Hargreaves Street,  
Bendigo, 3550

PO Box 887, Bendigo, 3552

Telephone: (03) 5449 2790

Email: [mobile@ncgrl.vic.gov.au](mailto:mobile@ncgrl.vic.gov.au)

Website: [www.ncgrl.vic.gov.au/libraries/mobile](http://www.ncgrl.vic.gov.au/libraries/mobile)

Mobile library timetable	
<b>Monday</b>	
Dingee	9.00am – 10.00am
<b>Tuesday</b>	
Bridgewater	9.00am – 10.00am
Inglewood	10.30am – 12.30pm
Wedderburn	2.00pm – 4.30pm
<b>Wednesday</b>	
Korong Vale	9.30am – 10.30am
Boort	11.00am – 1.00pm
Boort	2.00pm – 3.00pm
<b>Thursday</b>	
Tarnagulla	10.00am – 11.30am
Moliagul	12.00pm – 12.30pm

## Maternal and child health centres

Loddon Shire operates five maternal and child health centres.

Phone: (03) 5437 7999

Email: [bookings@loddon.vic.gov.au](mailto:bookings@loddon.vic.gov.au)

Online: [www.loddon.vic.gov.au/Live/Services-for-our-younger-residents/Maternal-and-Child-Health-Service#bookingform](http://www.loddon.vic.gov.au/Live/Services-for-our-younger-residents/Maternal-and-Child-Health-Service#bookingform)

Location	Hours/contact
<b>Boort</b> King Street	Thursday 9.00am – 4.00pm M: 0409 166 891
<b>Dingee</b> Bush Nursing Centre, King Street	Monday (weeks 1 and 3) 9.00am – 4.00pm M: 0409 166 891
<b>Inglewood</b> Grant Street	Tuesday 9.00am – 4.00pm M: 0409 166 891

<b>Pyramid Hill</b> Northern District Health, Victoria Street	Monday (weeks 2 and 4) 9.00am – 4.00pm M: 0409 166 891
<b>Wedderburn</b> Community Centre, Wilson Street	Wednesday (weeks 2 and 4) 9.00am – 3.30pm M: 0409 166 891

## Kindergartens

All pre-school hours are  
8.45am – 1.45pm.

Location	Hours/contact
<b>Boort Pre-school</b> 123-127 Godfrey Street, Boort, 3537	<b>4 year olds</b> Tuesday, Wednesday and Thursday <b>3 year olds</b> Wednesday 9.00am – 11.30am P: (03) 5455 2292
<b>Dingee Pre-school</b> 785 Dingee-Serpentine Road, Dingee, 3571	<b>4 year olds</b> Monday, Wednesday and Thursday <b>3 year olds</b> Tuesday 9.00am – 12.30pm P: (03) 5436 8401
<b>Inglewood Kindergarten</b> 75 Grant Street, Inglewood, 3517	<b>4 year olds</b> Tuesday, Thursday and Friday <b>3 year olds</b> Term 2 onwards Thursday 8.45am – 11.45am P: (03) 5438 3533
<b>Pyramid Hill Pre-school</b> 67 Kelly Street, Pyramid Hill, 3575	<b>4 year olds</b> Tuesday, Wednesday and Thursday <b>3 year olds</b> Tuesday 8.45am – 1.45pm P: (03) 5455 7230

<b>Wedderburn Kindergarten</b> 77 Ridge Street, Wedderburn, 3518	<b>4 year olds</b> Wednesday, Thursday and Friday <b>3 year olds</b> Wednesday 8.45am – 11.45am P: (03) 5494 3183 M: 0458 943 183
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## Municipal tips

Not open on any public holiday.

Location	Day/time
<b>Boort landfill</b> off Boort-Quambatook Road	Tuesday 8.00am – 12 noon Sunday 1.00pm – 5.00pm
<b>Dingee transfer station</b> Lawry's Road	<b>1 April – 30 September</b> Third Sunday 10.00am – 2.00pm <b>1 October – 31 March</b> First Wednesday 8.00am – 12 noon Third Sunday 10.00am – 2.00pm
<b>Inglewood landfill</b> off Inglewood-Salisbury Road	Wednesday 8.00am – 12 noon Saturday 8.00am – 12 noon
<b>Newbridge landfill</b> off Newbridge-Tarnagulla Road	Wednesday 1.00pm – 5.00pm Sunday 1.00pm – 5.00pm
<b>Pyramid Hill landfill</b> off Cemetery Road	Tuesday 1.00pm – 5.00pm Sunday 8.00am – 12 noon
<b>Wedderburn transfer station</b> off Godfrey Street	Thursday 8.00am – 12 noon Sunday 8.00am – 12 noon

## COUNCILLORS

### Cr Neil Beattie



#### Boort Ward

**First elected: 2005**  
**Re-elected: 2008 and 2012**  
**Mayor: 2015-2016**

Cr Beattie lives at Catumnal, west of Boort, running a dryland and irrigation farm along with a trucking operation.

Cr Beattie is Chairman of Little Lake Boort Management Committee, an active member of the Boort Football Club, Life Member of the North Central Football League, member of the Boort Aerodrome Committee of Management and Boort Memorial Hall Committee of Management.

He is a member of the Murray Darling Association, MAV, Rail Freight Alliance, Recreation Strategy Implementation chair of Boort Park Committee of Management and inaugural chairman of the Boort Cereal Growers Co-operative.

More recently he has been appointed as a board member of the Bendigo Health Foundation and Water Minister's Connections Project Stakeholder Committee.

### Cr Colleen Condliffe



#### Inglewood Ward

**Served three previous terms on Council from 2000 to 2008**  
**Re-elected: 2012**

Cr Condliffe grew up on the family farm at Salisbury West and was educated in Bendigo.

Her community involvements have included the Breakfast in Schools Program, Country Women's Association and Victorian Farmers Federation.

She 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. She was a regional winner of the ABC Rural Woman of the Year award that same year.

Cr Condliffe is currently involved with the sports centre in Inglewood, Bridgewater Inc., Women's Health in Bendigo and rural financial counselling and is secretary of the Inglewood Town Hall Committee of Management, a board member of Inglewood and District Community Bank and vice-chair of the Inglewood Resource Centre.



She is chair of the Kooyoora Women's Network and a member of the transition advisory committee of the Dingee Bush Nursing Centre.

### Cr Geoff Curnow



#### Tarnagulla Ward

**First elected: 2008**  
**Re-elected: 2012**  
**Mayor: 2011-2013**

Cr Geoff Curnow lives at Laanecoorie and has a background in agricultural production. Cr Curnow and his wife, Merna, are the third generation to farm their property, producing a variety of grain crops and prime lambs.

Cr Curnow's present community involvement includes roles as Secretary of Laanecoorie Mechanics Institute Hall Reserve Committee, Chairman of the Laanecoorie Loddon River Recreation Reserve Committee of Management, member of Laanecoorie Branch of the Victorian Farmers Federation, West Marong LandCare Group and Woodstock West CFA and board member of the Loddon Mallee Waste Resource Recovery Group.

## Cr Gavan Holt



### Wedderburn Ward

**First elected: 2003**

**Re-elected: 2005, 2008 and 2012**

**Mayor: 2005-07, 2009-11 and 2013-15**

Cr Holt was born and raised in Wedderburn, where the Holt family has a history of involvement in local government.

Having completed a Commerce degree from the University of Melbourne, for 10 years he taught at various secondary schools across Victoria.

Cr Holt then returned to Wedderburn and is now a businessman with interests in farming, investment and hotels.

Cr Holt's present community involvement includes the Wedderburn Development Association, Wedderburn and District Harness Racing Club, Donaldson Park Committee of Management, Wedderburn Community Centre Committee of Management and Wedderburn Football Club.

He is also involved with the Wedderburn and District Community Bank Steering Committee, Wedderburn Mechanics and Literary Institute Hall Committee of Management and the Wedderburn Engine Park Committee of Management.

Cr Holt is Council's delegate to the Municipal Association of Victoria and MAV Rural North Central Region councillor member of the Rural Councils Victoria executive, which represents 38 rural councils and where he is currently deputy chairman and a member of the MAV Planning Sub-committee.

He is also Council's representative on the Audit Committee, Chairman of the South West Loddon Pipeline Community Consultative Committee, and member of the South West Loddon Pipeline Steering Committee.

## Cr Cheryl McKinnon



### Terrick Ward

**First elected: 2012**

Cr McKinnon, with her husband, Glenn, operates an irrigation and dryland farming operation based in Pyramid Hill and Terrick Terrick East, comprising beef and lamb production and cropping.

Cr McKinnon has been involved in community work in Pyramid Hill for many years. She was a member of the founding committee of the Pyramid Hill Neighbourhood House and worked in education, supporting students with disabilities.

Cr McKinnon's current community involvements include the Pyramid Hill Neighbourhood House, Pyramid Hill Progress Association, Community Leadership Loddon Murray, Central Victorian Greenhouse Alliance and North Central LLEN, Chair of the Loddon Shire Nature Tourism Advisory Committee and Chair of the Goldfields Regional Library Corporation.

She serves on the committees of the Dingee Progress Association, East Loddon Community Centre, Mitiamo Municipal Recreation Reserve, Pyramid Hill Memorial Hall, Pyramid Hill Swimming Pool and Serpentine Bowls and Tennis Pavilion and Reserve.



**Governor's visit:** The Governor of Victoria, the Honourable Linda Dessau AM, pictured with Loddon Shire Mayor, Councillors and Management Executive Group.

## REPRESENTING THE COMMUNITY

### Councillor representation on committees

Councillors provided representation on the following committees:

#### Cr Neil Beattie

- Murray Darling Association
- Municipal Association of Victoria (substitute)
- Rail Freight Alliance
- Recreation Strategy Implementation Steering Committee

#### Section 86 Committees of Management

- Boort Aerodrome Committee of Management
- Boort Business and Tourism Council Committee of Management
- Boort 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
- Loddon Healthy Minds Network
- Loddon Youth Committee

#### Section 86 Committees of Management

- Bridgewater Memorial Hall Committee 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 Riding Club Committee of Management
- Inglewood Town Hall 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

- ANZAC Centenary Organising Committee
- Audit Committee
- Municipal Association of Victoria
- Rural Councils Victoria Executive deputy chairman.

#### 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
- Central Victorian Greenhouse Alliance

#### Section 86 Committees of Management

- Dingee Progress Association Committee of Management
- East Loddon Community Centre Committee of Management
- Mitiamo Municipal Recreation Reserve 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



# OUR PEOPLE

## MANAGEMENT EXECUTIVE GROUP

The Management Executive Group comprises the Chief Executive Officer and three Directors. The group meets on a weekly basis to discuss matters that relate to the effective and efficient operation of the entire organisation.

### Acting Chief Executive Officer



#### Marg Allan

Marg has extensive experience in local government, having worked in regional, rural and metropolitan councils. Most recently, Marg was the Director Organisation Support for the City of Greater Bendigo for seven years. Marg

holds a Bachelor of Business (Local Government), Graduate Diploma of Public Policy, and a Masters of Public Policy and Governance. As Chief Executive Officer of the Council, Marg'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

#### Jude Holt

Jude Holt was appointed Director Corporate Services in October 2007 after serving as Manager Financial Services for the Shire since local government amalgamations in 1995.

Before this, Jude held administrative positions with the former Shire of Korong and in private enterprise and was a trainee accountant in public practice for a number of years.

She has extensive experience in local government, with a particular emphasis on financial management and governance. Jude has a Bachelor of Business degree majoring in accounting, is a graduate of the Company Directors' Course, and has a Graduate Diploma in Applied



**Management Executive Group:** L to R: Jude Holt, Ian McLauchlan and Wendy Gladman.

Corporate Governance from the Governance Institute of Australia.

As Director Corporate Services, Jude's role includes business improvement, internal audit, financial management, human resource management, occupational health and safety, risk management, records management, information technology, records management, valuations and rating, and customer service.

### Director Operations

#### Ian McLauchlan

Ian commenced with Loddon Shire in January 2008 and held the position of Manager of Infrastructure Program Development until his appointment as Director Operations in March 2011.

Prior to commencing with Loddon Shire, Ian held a number of engineering positions within local government and private enterprise as well as previously serving as an Officer within the Royal Australian Airforce.

As Director Operations, Ian brings many years of professional experience in the areas of asset management, project management, contract administration, infrastructure maintenance, policy and strategy development, civil construction and waste management.

## MANAGEMENT EXECUTIVE GROUP

Ian has a degree in Environmental Engineering majoring in land and water management and has also undertaken post graduate studies in project management, contract administration, water and wastewater treatment and communications.

Ian 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

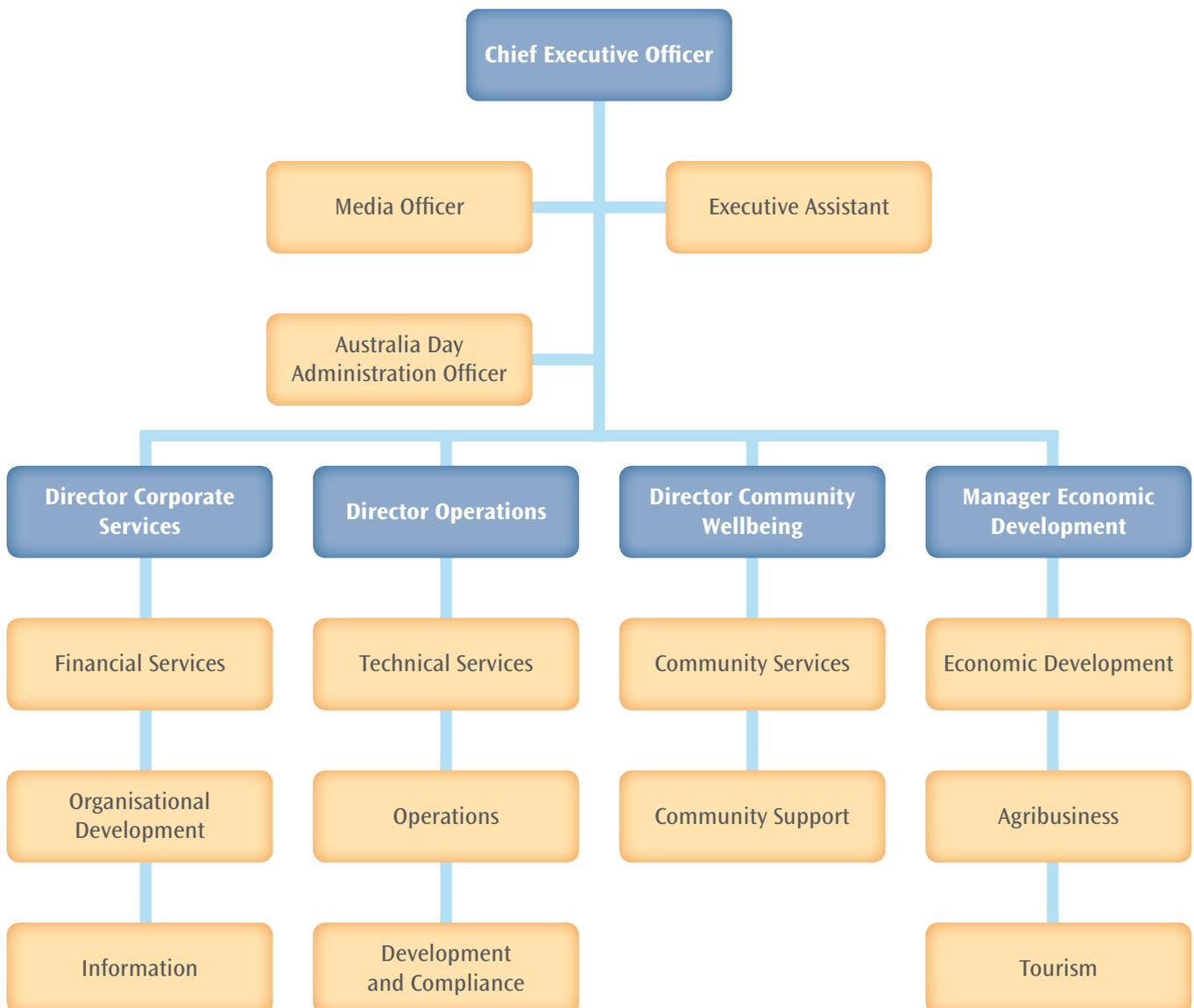
#### Wendy Gladman

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 the Aged and Disability services since commencing with Loddon Shire 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 and a Diploma of Community Services Management.

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 and municipal public health and wellbeing.

## ORGANISATIONAL CHART



## MANAGEMENT TEAM

### Executive Directorate

#### Manager Economic Development, Bryan McEwan

Bryan commenced at Loddon Shire in February 2008 as Director Economy and Community. He now holds the position of Manager Economic Development. Bryan's position includes a direct role in agribusiness and tourism development, population attraction and marketing.

Previously Bryan held the position of Industry Investment Manager with the Department of Innovation, Industry and Regional Development (Regional Development Victoria), as well as management and technical positions within the chemical and food processing industries and the former Soil Conservation Authority within the Victorian state government.

Bryan has a variety of experience in both the private and public sectors, with a particular focus on regional economic development, quality management and manufacturing. He has a Bachelor of Science, with associated qualifications in Business and Environmental Management.

### Corporate Services Directorate

#### Manager Financial Services, Deanne Caserta

Deanne Caserta commenced work with Council in 2004 in an administration capacity, and in 2007 Deanne was awarded an accounting cadetship through Council's Scholarship Program. In 2012 she graduated with a Bachelor of Commerce and is currently working towards her CPA accreditation. Her role involves overseeing the preparation of the budget, financial statements, monthly financial reporting to Council, reporting to various government departments, payment of suppliers and employees, customer service 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 latest Enterprise Bargaining Agreement.

#### Manager Information, Leigh Jardine

Leigh Jardine joined Council in April 2014 as Manager Information. Prior to that, Leigh worked in the public health system and private industry in various IT roles.

Leigh's role includes management of information technology services, records and information services within Council, as well as providing IT support and expert guidance for Council's future IT strategy.

### Operations Directorate

#### Manager Technical Services, Peter Graf

Peter Graf commenced with Council in April 2016 as the Manager Technical Services, after working in the industry for over 35 years both in local government and as a consultant servicing local government.

Peter's role includes the management of engineering design and surveying, contract and project management, public building and property management, capital works planning and delivery, asset management services and strategic asset management planning.



**Loddon Leaders:** L to R: Peter Graf, Carol Canfield, Leigh Jardine, Paula Yorston, Allan Stobaus, Glenn Harvey, Deanne Caserta, Steven Phillips, Bryan McEwan.



Gathering together: 2016 Staff photo.

### Manager Operations, Steven Phillips

Steven Phillips joined Loddon Shire in 2009 as the Assistant Works Manager following seven years with the Department of Sustainability and Environment, where he worked in forestry and fire management.

In 2011, Steven was appointed to the position of Manager Works (renamed to Manager Operations in March 2016), where he is primarily responsible for Council's maintenance and construction activities on roads, streets, bridges, footpaths and parks and gardens. This role also includes responsibilities for Council's vehicle and fleet management and VicRoads maintenance contracts. He also acts as the Municipal Emergency Resources Officer during an emergency.

### 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. As the MBS 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.

Further to his role as the MBS, 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 Loddon's Manager Community and Recreation in September 2001 following five years in a similar role at Bruce Rock Shire in Western Australia.

Allan is responsible for the management of Council's grant schemes and swimming pools, strategic planning for community facilities, project management of capital works projects and youth development.

Manager Community Support responsible areas include community planning, sport and recreation, swimming pools, youth, rural access and inclusion and emergency management.

### 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.

Paula held the position of Community Care Coordinator at Buloke Shire Council from October 2008 until August 2014. She has extensive experience in local government, with a particular emphasis on delivery of home and community care services. 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 has also completed a Short Course in Health Promotion at Latrobe University.

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

## COUNCIL STAFF

### Our staff

Long serving staff who left Council in 2015/16:



#### John McLinden

Many in our community personally knew John and his wife Therese, who raised their family in Serpentine and have actively worked with the broader community's best interests at heart for many years.

John grew up on a farm within the Shire, and after forging an engineering career, returned to the locality in March 1993 after accepting a position as the Shire of East Loddon engineer. He had previously held engineering positions at the Shire of Rosedale, City of Broadmeadows and Shire of Colac.

After local government amalgamations in 1995, John served as Director Technical Services and later Director Operations for Loddon Shire, a position he held for 11 years, before taking the helm as Loddon Shire Council's Chief Executive Officer for a further 10 year period in December 2005.

As CEO, John's role included prescribed duties in accordance with the Local Government Act 1989, providing leadership to the Council, strategic planning, promoting external relationships and managing Council operations.

John's career path is one that many within our community would like to see repeated, as he has journeyed from the farm gate, to building a skills base which he could return to the community.

John's final day with Loddon Shire was 18 March 2016 and he has now taken on the role of CEO with Swan Hill Rural Council after serving the Loddon Shire and Shire of East Loddon for 23 years.



Farewell: John McLinden and wife Therese.



#### Terry Watson

Terry was appointed as Manager Infrastructure Policy Development (formerly known as Manager Assets) after local government amalgamations in 1995. He was previously employed by the Shire of East Loddon and Shire of Bet Bet as Assistant Shire Engineer.

Terry has a Diploma of Civil Engineering and, in his role as Manager Infrastructure Policy and Strategy he was responsible for developing and maintaining policies, procedures and strategies for the provision of all infrastructure assets of the Council and developing management plans and registers for Council's assets.

Terry retired in February 2016 after serving the Loddon Shire and former Shire of East Loddon for 44 years.



#### Harold Greenwood

Harold commenced with the Shire of East Loddon in February 1972 with the outdoor crew. After amalgamation he continued his duties with Loddon Shire as a cartage truck driver, assisting in the construction and maintenance of Council's sealed and gravel road

network through the efficient and timely delivery of water and quarry or gravel products, until his retirement in December 2015.

Over the 43 year span Harold has been a valuable long term employee with a wealth of local knowledge and experience.



#### David Fry

David, Manager Infrastructure Program Development, commenced with Council in March 1991 as Superintendent of Works, after more than 10 years' experience working with earthmoving and civil contractors in Melbourne. In 1998, David commenced as Manager of Works.

In 2011, David was appointed as Manager Infrastructure Program Development. This role involves the development of Council's annual infrastructure works program, Council's waste management program, building management and maintenance program, engineering survey and design as well as the management of all infrastructure assets including roads, bridges and drainage.

David left the Shire in April 2016 after serving the Loddon Shire and former Korong Shire for 25 years.

### Staff farewells

#### Over 40 years

- Watson, Terrence – 45 years
- Greenwood, Harold – 44 years

#### Over 20 years

- Fry, David – 25 years
- McLinden, John – 23 years

#### Over 10 years

- Isaac, Rosemary – 14 years
- Pridmore, Louis – 14 years
- White, Karen – 13 years
- Devereaux, Fiona – 11 years
- Turner, David – 10 years

#### Over 5 years

- Hammond, Russell – 9 years
- Schultz, Darren – 8 years
- Bock, Allan – 8 years
- Sutton, Tyson – 8 years
- Stringer, Sharlene – 8 years

#### Under 5 years

- Beck, May-Anne
- Cahill, Georgina
- Cioban, Wendy
- Coventry, Catherine
- Hodge, Rebecca
- Kalmar, Sandra
- Lanfranchi, Amy
- Morrall, Belinda
- Rankin, Murray



Louis Pridmore



Karen White



Rosemary Isaac



Fiona Devereaux



David Turner



Tyson Sutton



Darren Schultz

- Tankard, Catherine
- Taylor, Beverley
- Tonkin, Bronwyn
- Washington, Gaye
- Welsh, Leanne

- Gunn, Lacey
- Harvey, Glenn
- Hulm, Jacko
- James, Nicole
- Knight, Judith
- Lugg, Brian
- Nankervis, Whitney
- O'Halloran, Kristen
- Redwood, Narelle
- Sait, Mary-Ann
- Smith, Tarryn
- Sporn, Peter
- Thomson, Lydia
- Wahyuni, Wahyuni

### Welcome to new staff

- Allan, Margaret
- Borg, Maryanne
- Bourke-Elliott, Lynne
- Dhakal, Indivar
- Ferguson, Kristen
- Foulds, Kate
- Graf, Peter



**Loyal service:** Terry Watson, who retired in February 2016 after serving Loddon Shire and the former East Loddon Shire for 44 years, was given a warm farewell by his colleagues.

## Staff analysis

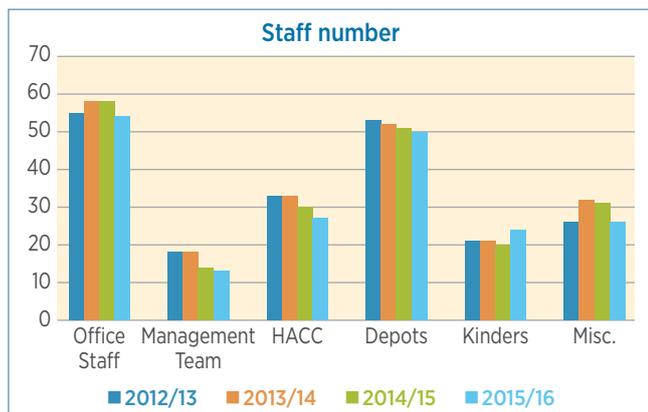
### Number

As of 30 June Council had 194 staff in total, with an effective full-time equivalent of 135.

Most of our staff work from depots, in the offices or as home carers.

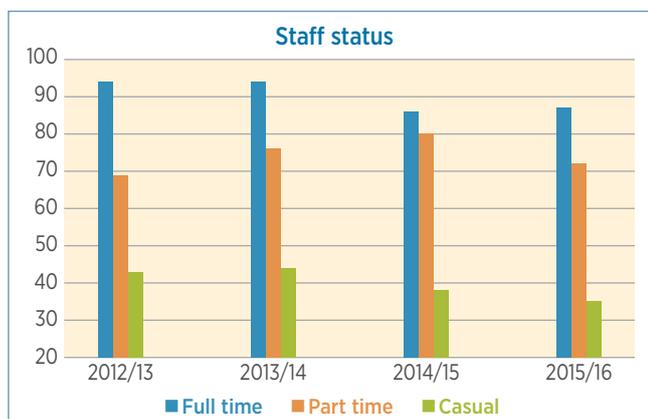
Other areas where Council employs staff are in the management team, pre-schools, recycling stations, school crossings and in maternal and child health centres.

The number of staff has dropped from 204 to 194 this year. This is predominantly due to the indoor staff restructure.



### Status

Council has 87 full-time, 72 part-time and 35 casual employees.



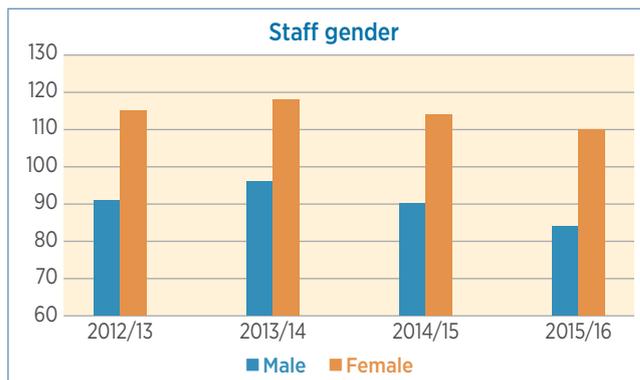
### Gender

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

There is a larger percentage of female staff due to positions such as home care, pre-school and administration areas being filled predominantly with female staff.

Council has five depots, which have a very high percentage of males with one female employee. Pre-schools are all-female staff. Other worksites have a mix of female and male staff.

Home care and office staff have a greater prevalence of females, while the management team has a greater prevalence of males.

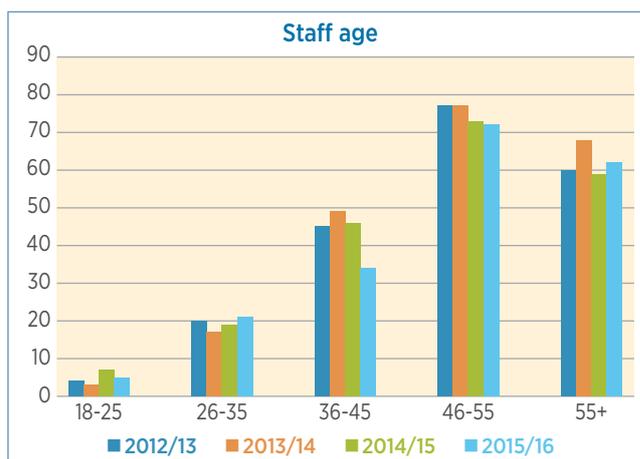


### Age

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

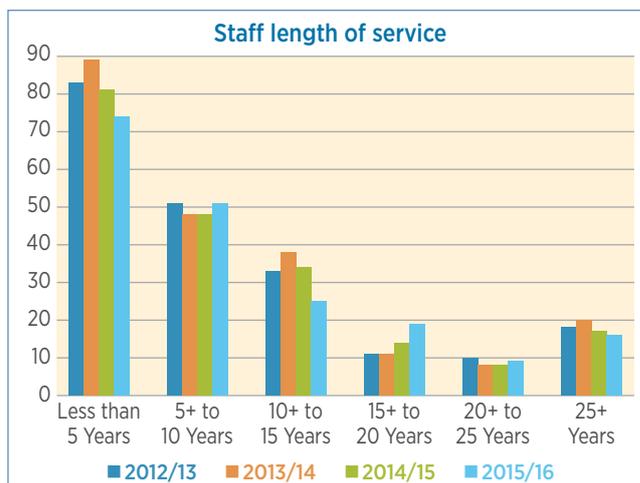
This will provide challenges for workforce planning in the future, particularly due to the high number of staff in the 55+ age bracket.

The number of staff in the over 46 bracket remains consistent with the figures reported last year.



### Length of service

Some 38% of staff have been employed for less than five years. 39% of staff have been employed for 5 to 15 years, with the remaining 23% of staff being employed for over 15 years.

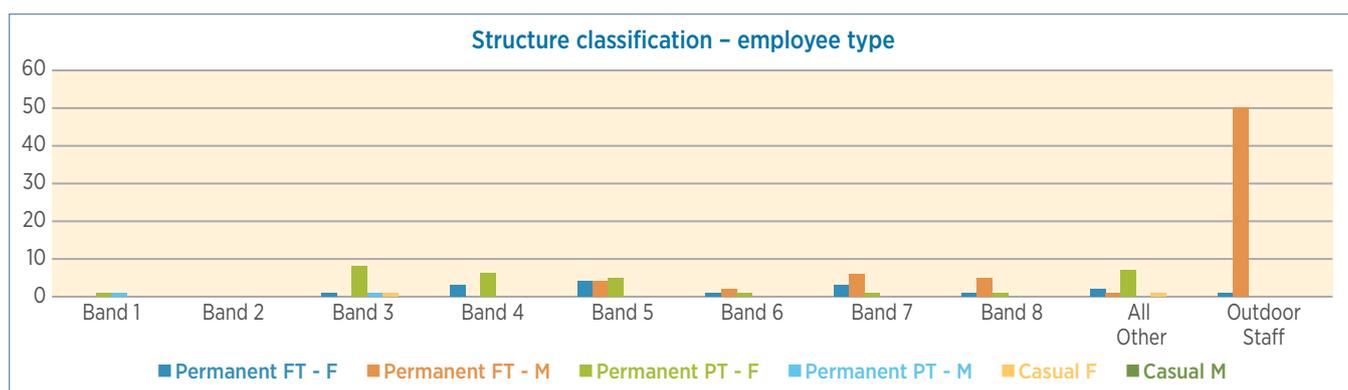


## Council staff classification

### 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’ include CEO, Directors, preschool staff and nurses. The outdoor workforce are staff who come under the new ‘outdoor staff’ classification structure agreed to in the Loddon Shire Enterprise Agreement No. 7, 2014.

Structure Classification	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Outdoor staff	Total
Permanent FT - F	0	0	1	3	4	1	3	1	2	1	16
Permanent FT - M	0	0	0	0	4	2	6	5	1	50	68
Permanent PT - F	1	0	8	6	5	1	1	1	7	0	30
Permanent PT - M	1	0	1	0	0	0	0	0	0	0	2
Casual - F	0	0	1	0	0	0	0	0	1	0	2
Casual - M	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>11</b>	<b>9</b>	<b>13</b>	<b>4</b>	<b>10</b>	<b>7</b>	<b>11</b>	<b>51</b>	<b>118</b>

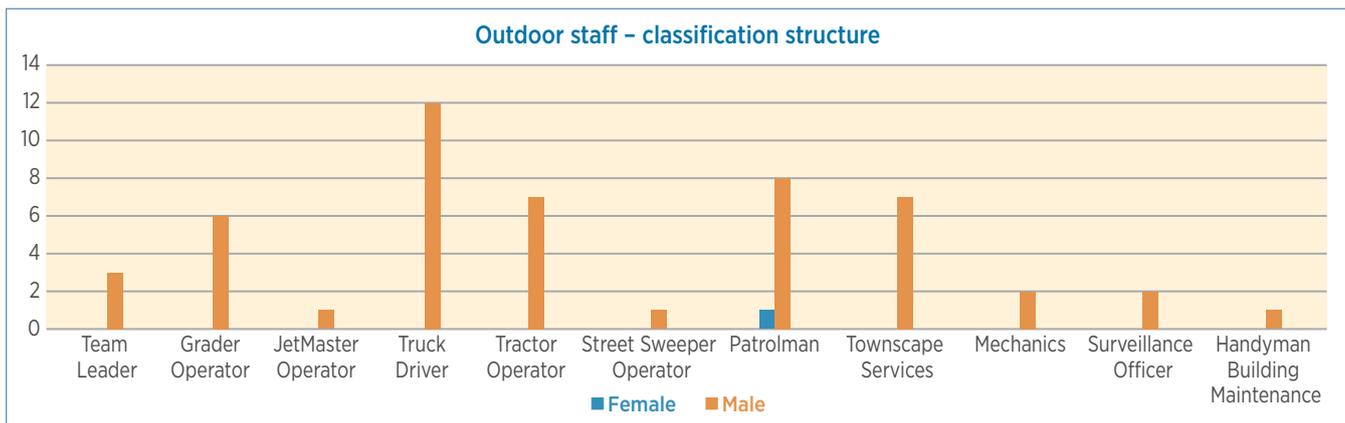


### Outdoor staff – classification structure

The Loddon Shire Enterprise Agreement No 7, 2011 provided for a new classification structure of the outdoor workforce. The new structure changed the method by which outdoor pays are calculated by rolling all allowances into the hourly rate. This now provides a clear structure to recognise responsibilities.

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 opposite.

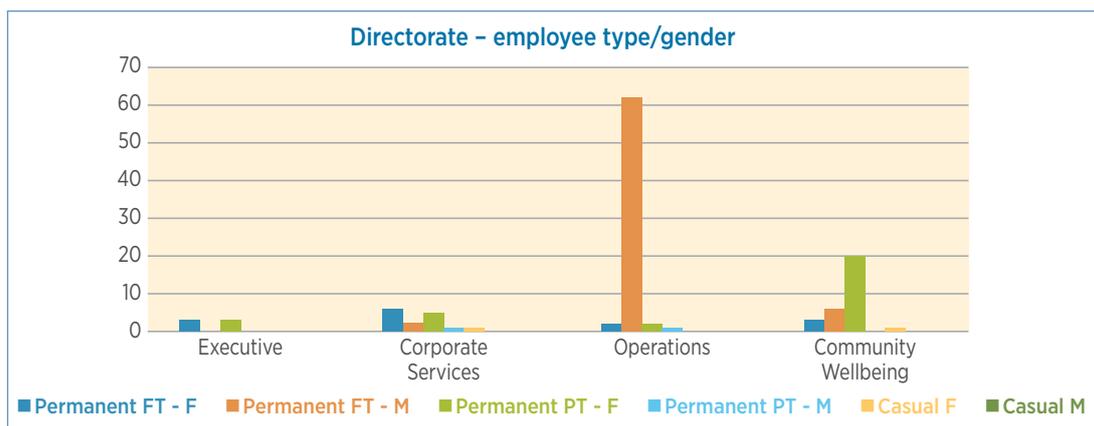
Classification	Female	Male	Total
Team Leader	0	3	3
Grader Operator	0	6	6
JetMaster Operator	0	1	1
Truck Driver	0	12	12
Tractor Operator	0	7	7
Street Sweeper Operator	0	1	1
Patrolman	1	8	9
Townscape Services	0	7	7
Mechanics	0	2	2
Surveillance Officer	0	2	2
Handyman Building Maintenance	0	1	1
	<b>1</b>	<b>50</b>	<b>51</b>



### Directorate - employee type/gender

A summary of the number of full time (equivalent FTE) Council staff by organisational structure, employment type and gender is set out below.

Employee type/gender	Executive	Corporate Services	Operations	Community Wellbeing	Total FTE
Permanent FT - F	2	6	2	6	17
Permanent FT - M	1	2	62	3	67
Permanent PT - F	2	5	2	20	30
Permanent PT - M	1	1	1	0	2
Casual - F	0	1	0	1	2
Casual - M	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>15</b>	<b>67</b>	<b>30</b>	<b>118</b>



## STAFF RECRUITMENT AND RETENTION

### Staff health and wellbeing

Council is committed to looking after the health and wellbeing of all staff, although it is recognised that Council cannot address any staff member's individual health and wellbeing needs without the co-operation 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 smoke-free environment to improve or maintain staff members' personal well being
- providing targeted health and wellbeing programs.

Programs offered to all staff in 2015/16 included:

- health assessments – 22 employees
- flu vaccinations – 54 employees
- skin cancer checks – 52 employees
- hearing tests – 124 employees

Other health and wellbeing initiatives offered to staff were:

- Premier's Active April challenge
- Bendigo Fun Run
- '12 steps to a healthier you program' – facilitated by Inglewood and District Health Service

### Employee Assistance Program

Council offers a free confidential Employee Assistance Program for staff who are experiencing difficulties in their personal or professional lives.



**Sharing the journey:** Manager Information Leigh Jardine and Media Officer Kate Foulds participate in the car pool program offered to Loddon Shire Council employees. *Photo courtesy of The Bendigo Advertiser.*

### 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.

### Communicating with staff

#### Staff newsletter

A staff newsletter is distributed monthly. The newsletter includes items of interest, job vacancies, coming 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 an all-staff meeting in March and September. These meetings provide staff with information about current events, enables presentations by external groups, enables training for the whole staff, recognises staff achievements, both personal and professional, and provides staff with the opportunity to ask questions of the executive.

#### All staff Christmas lunch

Each year, Council hosts an all staff Christmas lunch in the Shire. The lunch 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 2015 lunch was held at the Calivil Hall.

### Staff achievements

The following staff received recognition of excellence at the 2015 Christmas function; the awards in 2015 were linked to Council's values:

- Robyn Vella – Tourism and Marketing Officer for Leadership, Integrity and Respect
- Michele Noble – Customer Service Officer (Serpentine) for Leadership, Integrity, Accountability and Impartiality
- Lyn Jenzen – Community Care Worker for Integrity and Respect
- Anja James – Community Care Worker for Integrity and Respect
- Paula Yorston – Manager Community Services for Leadership, Integrity, Accountability, Impartiality and Respect

- Teresa Arnup – Senior Public Health Officer for Leadership, Integrity, Accountability, Impartiality and Respect
- Vicki Andrew – Aged and Disability Service Team Leader for Leadership, Integrity, Accountability, Impartiality and Respect
- Anne Hassell – Accounts Payable Officer/IT Assistant/Administrative Support Officer for Leadership and Accountability
- Michelle Hargreaves – Administration Officer for Leadership, Accountability and Respect
- Anthea Ryan – Maternal Child Health Nurse for Leadership
- Leigh Jardine – Manager Information for Accountability
- Rebecca Hodge – Preschool Assistant for Leadership and Respect
- Chris Cox – Grader Driver for Accountability and Leadership

## Individual achievements

### Certificate of recognition

At the all staff Christmas lunch, staff who have reached service periods of 10, 20, 30 and 40 years are presented with Certificates of Recognition.

At the December 2015 lunch held at Calivil, the following certificates were presented:

#### 30 years of service

- Vaughan Herrick – Townscape Serviceman
- Neville Mills – Grader Driver

#### 20 years of service

- Roslyn Stone – Community Care Worker
- Wendy Gladman – Director Community Wellbeing
- Julie Dean – Community Care Worker



**Our people:** two long term staff members Harold Greenwood and Terry Watson with Mrs Claus, Vicki Andrew. 2015 All Staff Christmas Lunch.

#### 10 years of service

- Fiona Devereaux – Maternal Child Health Nurse
- Helen Tonkin – Customer Service Officer

## Staff representation on committees

#### Andrew, Vicki

- Loddon Shire Occupational Health and Safety Committee

#### Arnup, Mark

- Loddon Shire Business Improvement Committee

#### Arnup, Teresa

- Loddon Emergency Management Planning Committee
- Loddon Shire Information Knowledge Management Committee

#### Bellenger, Tony

- Central Victorian Tracks 'n' Trails Working Group
- Inglewood Reservoir Committee of Management
- Loddon Shire Recreation Strategy Steering Committee
- Loddon Youth Council
- Regional Youth Affairs Networks

#### Benaim, Tony

- Loddon Shire Consultative Committee

#### Bewley, Peter

- Loddon Shire Consultative Committee
- Loddon Shire Occupational Health and Safety Committee

#### Bone, Tina

- Loddon Shire Consultative Committee

#### Brown, Shannon

- Australia Day Committee



**Staff social function:** 2015 Indoor staff Christmas celebrations at Bress Winery.



**Wedderburn Biggest Morning Tea** L to R: Michelle Hargreaves and Sara Nesbit.



**Serpentine Biggest Morning Tea** L to R: Lorraine Fawcett, Sue McGuire and Kim Seddon.

### **Campbell, Duncan**

- Loddon Shire Asset Management Working Group
- Loddon Shire Risk Management Committee
- Regional Finance Forum

### **Canfield, Carol**

- Loddon Shire Business Improvement Committee
- Loddon Shire Consultative Committee
- Loddon Shire Disability Access and Inclusion Steering Group
- Loddon Shire Occupational Health and Safety Committee
- Loddon Shire Risk Management Committee
- North Central Local Learning and Employment Network

### **Caserta, Deanne**

- Loddon Shire Asset Management Working Group
- Loddon Shire Business Improvement Committee
- Loddon Shire Consultative Committee
- Loddon Shire Risk Management Committee
- Regional Finance Forum

### **McLinden, John and Allan, Marg**

- Loddon ANZAC Centenary Organising Committee
- Loddon Campaspe Councils
- Loddon Mallee Regional Managers Forum
- Loddon Shire Audit Committee
- Loddon Shire Consultative Committee
- Loddon Shire Risk Management Committee
- Murray River Group of Councils
- North Central Goldfields Regional Library Corporation Board

### **Chalmers, Bill**

- Loddon Shire Consultative Committee

### **Christie, Heather**

- Loddon Shire Consultative Committee

### **Cimesa, Steve**

- Loddon Shire Occupational Health and Safety Committee

### **Coombes, Christine**

- Loddon Bendigo Rural Women's Network
- Loddon Shire Business Improvement Committee
- Loddon Shire Information Knowledge Management Committee
- North Central Schools Cluster School Council Committee Reference Group

### **Costello, Oswald**

- Loddon Shire Plant Replacement Committee

### **Dhakal, Indivar**

- Loddon Shire Asset Management Working Group
- Loddon Shire Risk Management Committee

### **Dowling, Cameron**

- Loddon Municipal Fire Management Planning Committee

### **Formosa, Steven**

- Loddon Shire Occupational Health and Safety Committee

### **Gibbins, Tony**

- Loddon Municipal Fire Management Planning Committee

### **Gladman, Wendy**

- Bendigo Loddon Primary Care Partnership Board
- Loddon Emergency Management Planning Committee
- Loddon Healthy Minds Network
- Loddon Mallee Government Aged and Disability Consortium
- Loddon Shire Consultative Committee
- Loddon Shire Risk Management Committee
- Wedderburn Community Centre Committee of Management
- Youth Area Partnership Steering Committee

**Graf, Peter**

- Loddon Shire Asset Management Working Group
- Loddon Shire Business Improvement Committee
- Loddon Shire Risk Management Committee

**Habner, Lynne**

- Loddon Shire Business Improvement Committee

**Hamilton, Andrew**

- Loddon Emergency Management Planning Committee
- Loddon Municipal Fire Management Planning Committee
- Northern Rural Water Monitoring Partnership Committee
- Northern Victorian Cluster Emergency Management Planning Committee
- Regional Emergency Management Exercise Planning Committee
- Regional Emergency Management Team
- Regional Strategic Fire Management Planning Committee
- State Emergency Management Legislative Change Committee

**Hargreaves, Ian**

- Loddon Shire Plant Replacement Committee

**Hargreaves, Michelle**

- Loddon Shire Business Improvement Committee
- Loddon Shire Occupational Health and Safety Committee

**Harvey, Glenn**

- Loddon Shire Business Improvement Committee

**Holt, Jude**

- Bendigo Loddon Primary Care Partnership – Finance Committee

- Loddon Shire Asset Management Working Group
- Loddon Shire Audit Committee
- Loddon Shire Business Improvement Committee
- Loddon Shire Information Knowledge Management Committee
- Loddon Shire Risk Management Committee
- Regional Procurement Cluster

**Hutton, Brad**

- Loddon Shire Occupational Health and Safety Committee

**Jackson, Alan**

- Loddon Shire Business Improvement Committee

**Jackson, Janine**

- Loddon Shire Business Improvement Committee

**Jardine, Leigh**

- Loddon Shire Business Improvement Committee
- Loddon Shire Information Knowledge Management Committee
- Loddon Shire Risk Management Committee

**Jenkyn, Tim**

- Inglewood Town Hall Hub Project Working Group
- Loddon ANZAC Centenary Organising Committee
- Loddon Mallee Community Planners' Network
- Loddon Shire Community Planning Committees
- Loddon Shire Disability Access and Inclusion Steering Group
- Loddon-Buloke L2P Steering Committee

**Jennings, Darrell**

- Loddon Shire Occupational Health and Safety Committee
- Loddon Shire Plant Replacement Committee



**Building skills:** Home and Community Care staff in-service training 2015.

### **Jones, Kylie**

- Loddon Shire Business Improvement Committee

### **Last, Alan**

- Loddon Shire Plant Replacement Committee

### **Leach, Tanya**

- Loddon Shire Occupational Health and Safety Committee

### **Lloyd, Daniel**

- Loddon Mallee Waste and Recovery Group
- Loddon Shire Plant Replacement Committee

### **Lock, Jodie**

- Loddon Shire Occupational Health and Safety Committee

### **Maxwell, Shane**

- Loddon Shire Plant Replacement Committee

### **McEwan, Bryan**

- Bendigo Regional Tourism Board
- Central Victorian Agribusiness Forum
- Jones Eucalyptus Distillery Site Committee of Management
- Loddon Shire Risk Management Committee
- Northern Poultry Cluster

### **McLauchlan, Ian**

- Bridgewater Flood Study Technical Working Group
- Emergency Management Cluster Project Senior Reference Group
- GMW Connections Project (NVIRP) Agency Liaison Group
- Loddon Shire Asset Management Working Group
- Loddon Shire Disability Access and Inclusion Steering Group
- Loddon Shire Risk Management Committee

### **McNish, Daniel**

- Loddon Shire Consultative Committee

### **Middleton, Jolie**

- Loddon Aged and Disability Services Network
- Loddon Mallee Rural Access and Deaf Access Network
- Loddon Shire Disability Access and Inclusion Steering Group
- Southern Loddon Mallee Regional Communication Service Advisory Committee
- Victorian Local Government Disability Planners Network

### **Morris, Shayne**

- Loddon Shire Plant Replacement Committee

### **Noble, Michele**

- Loddon Shire Occupational Health and Safety Committee

### **O'Sullivan, Alycia**

- Diabetes in Loddon Action Group
- Early Childhood Agreement for Children in Out of Home Care – Loddon Area
- Early Years Professional Network
- Loddon Shire Disability Access and Inclusion Steering Group
- Loddon Shire Information Knowledge Management Committee
- Loddon Shire Occupational Health and Safety Committee
- Maternal and Child Health Regional Coordinators' Network
- Regional Immunisation Network
- Wedderburn Community Centre Committee of Management

### **Phillips, Steve**

- Loddon Emergency Management Planning Committee



**Consultative committee** L to R- Heather Christie, William Chalmers, Marjorie Ross, Carol Canfield, Deanne Caserta, Wendy Gladman, Daniel McNish, Paula Yorston, Steven Phillips and Peter Bewley, missing are Tony Benaim, Tina Bone and John McLinden.

- Loddon Municipal Fire Management Planning Committee
- Loddon Shire Asset Management Working Group
- Loddon Shire Business Improvement Committee
- Loddon Shire Consultative Committee
- Loddon Shire Information Knowledge Management Committee
- Loddon Shire Plant Replacement Committee
- Loddon Shire Risk Management Committee

#### **Ross, Marjorie**

- Loddon Shire Consultative Committee
- Loddon Shire Occupational Health and Safety Committee

#### **Smith, Shaun**

- Loddon Shire Occupational Health and Safety Committee

#### **Stobaus, Allan**

- Loddon Mallee Sport Assembly (Sports Focus)
- Loddon Shire Business Improvement Committee
- Loddon Shire Disability Access and Inclusion Steering Group
- Loddon Shire Recreation Strategy Steering Committee
- Loddon Shire Risk Management Committee

#### **Tonkin, Helen**

- Loddon Shire Business Improvement Committee

#### **Vella, Anthony**

- Loddon Shire Occupational Health and Safety Committee

#### **Vella, Robyn**

- Bendigo Regional Tourism Board
- Loddon Southern Region Development and Tourism Committee of Management
- Nature Tourism Advisory Team

- Nature Tourism Festival Committee
- Wedderburn Community Centre Committee of Management

#### **Williams, Craig**

- Loddon Shire Plant Replacement Committee

#### **Williams, Dede**

- Loddon Shire Occupational Health and Safety Committee

#### **Wright, Glen**

- Loddon Shire Plant Replacement Committee

#### **Yorston, Paula**

- Bendigo Loddon Primary Care Partnership Continuous Improvement Framework Committee
- Diabetes in Loddon Action Group
- Inglewood Lions Community Elderly Persons Units Committee of Management
- Loddon Aged and Disability Services Network
- Loddon Emergency Management Planning Committee
- Loddon Mallee Government Aged and Disability Consortium
- Loddon Shire Business Improvement Committee
- Loddon Shire Consultative Committee
- Loddon Shire Disability Access and Inclusion Steering Group
- Loddon Shire Occupational Health and Safety Committee
- Loddon Shire Risk Management

#### **Zanker, Garry**

- Loddon Shire Occupational Health and Safety Committee



**Occupational Health and Safety committee** L to R-Peter Bewley, Vicki Andrew, Garry Zanker, Tanya Leach, Brad Hutton, Paula Yorston, Dede Williams, Michelle Hargreaves, Steve Cimesa, Carol Canfield, Darrell Jennings, Alycia O'Sullivan and Marjorie Ross, missing are Steven Formosa, Jodie Lock, Michele Noble, Shaun Smith and Anthony Vella.

### 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.

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

- Occupational Health and Safety
- First Aid and CPR
- computer applications
- competency training sessions
- compliance training sessions
- handling difficult customers

- risk assessment training
- Lean Thinking

##### Study assistance program

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

Assistance is provided in the form of subsidies for course fees, examination and assignment leave and some leave for attending classes.

During the year, three employees accessed this policy while undertaking further study, they were:

- Deanne Caserta – CPA
- Christine Coombes – Diploma of Business
- Robyn Vella – Diploma of Marketing

##### Traineeships

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

The following staff completed their traineeships during the year:

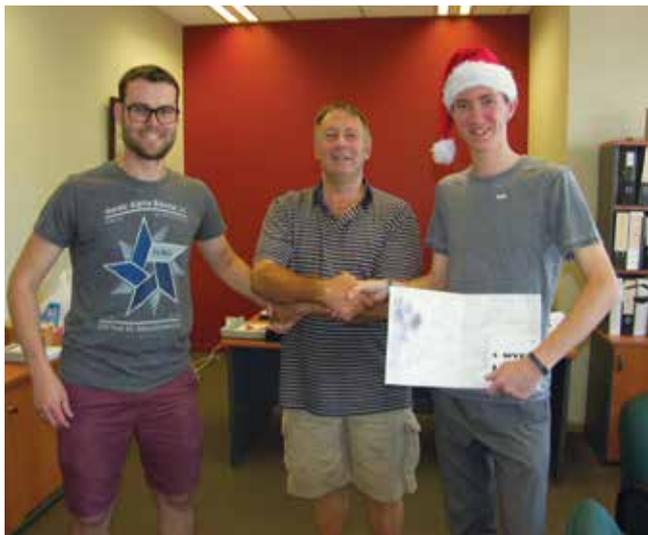
- Shaun Smith – Certificate III in Landscape Construction
- Vaughan Herrick – Certificate III in Landscape Construction
- Anja James – Certificate IV in Disability and Certificate IV in Aged Care
- Kristy Simpson – Certificate IV in Disability and Certificate IV in Aged Care
- Bronwyn Tonkin – Certificate IV in Disability and Certificate IV in Aged Care
- Leanne Welsh – Certificate IV in Disability and Certificate IV in Aged Care

The following staff completed qualifications during the year:

- Kathryn Tankard – Certificate IV in Disability and Certificate IV in Aged Care



**Plant replacement committee** L to R Craig Williams, Steven Phillips, Shane Maxwell, Darrell Jennings, Shayne Morris, Alan Last, Glenn Wright, Ian Hargreaves and Daniel Lloyd, missing Oswald Costello.



**Youth development:** Thomas Jackson benefited from a school-based apprenticeship placement with Loddon Shire Council.

- Irene Spencer – Certificate IV in Disability and Certificate IV in Aged Care
- Karen White – Certificate IV in Disability and Certificate IV in Aged Care
- Julie Dean – Certificate IV in Disability and Certificate IV in Aged Care

Council's support is provided in the form of time to attend required classes and in financial assistance for 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.

Loddon Shire 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.

During the year, Council hosted the following students:

- Kyle Wright – Wedderburn Depot Workshop
- Crystal Shaw-Beck – Dingee Preschool

### 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.

Thomas Jackson of Wedderburn was employed under this program and successfully completed Certificate II in Information Technology in December 2015.



**Work environment:** Council keeps employee and community safety firmly in focus.

## 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.

## Occupational 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 (OH&S) 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.



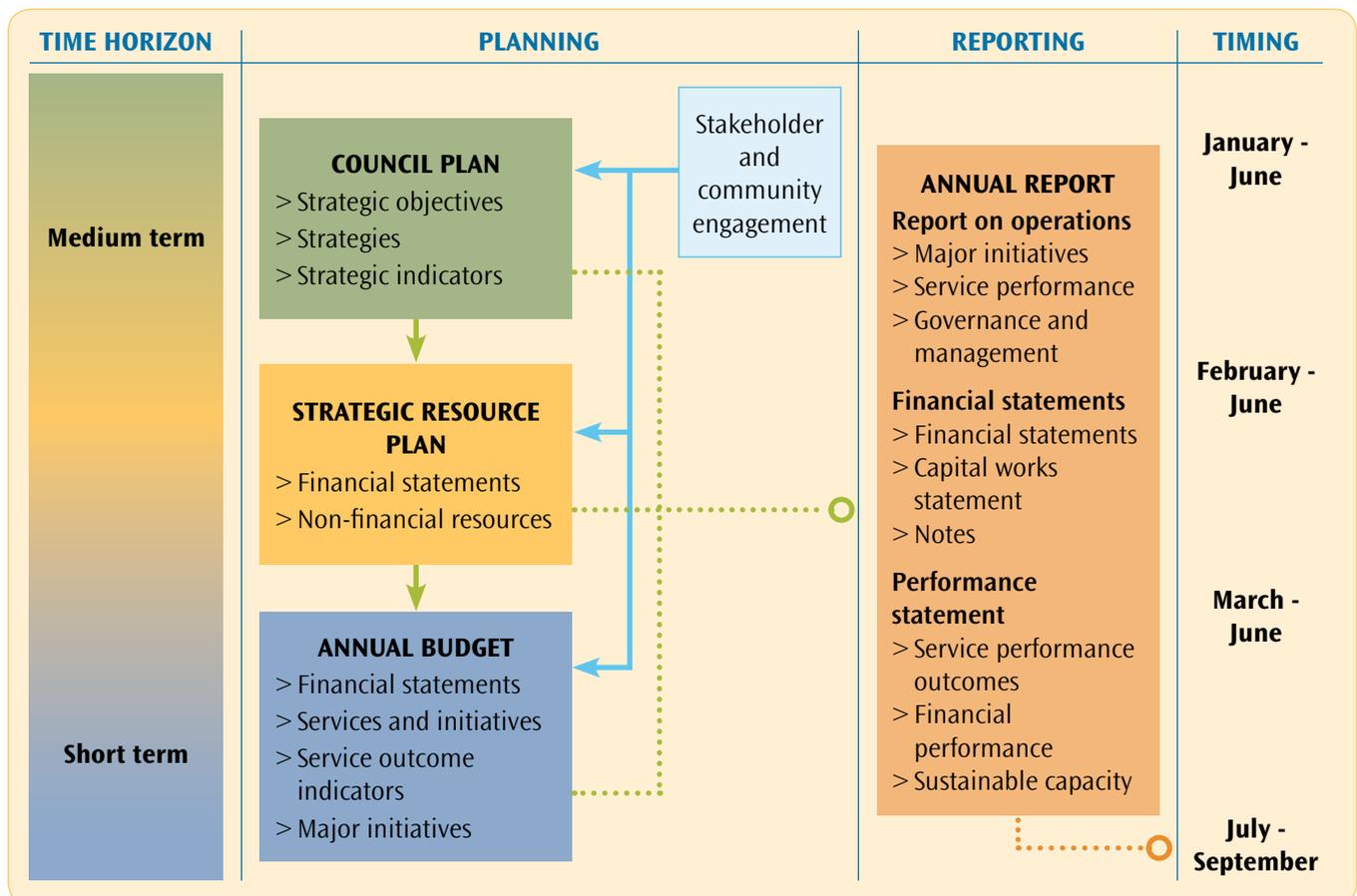
# OUR PERFORMANCE

## PLANNING AND ACCOUNTABILITY FRAMEWORK

The Planning and Accountability Framework is found in Part 6 of the Act. The Act requires councils to prepare the following planning and reporting documents:

- a Council Plan within the 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 2013-2017 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 seven strategic platforms, with their strategic objectives as listed in the Council Plan:

### Strategic Platforms 2013 - 2017

1	<b>Build a network of strong communities</b>	Support our townships in preserving their individuality whilst leveraging their collective strength.
2	<b>Grow our population through appropriate development</b>	Capitalise on the demand for lifestyle properties, without compromising premium agricultural land or our environment.
3	<b>Champion our agrifood enterprises</b>	Be an advocate for our agrifood sector and support it to remain the backbone of our shire's economy.
4	<b>Make our towns liveable and memorable</b>	Improve the liveability of our towns by making them attractive to existing residents, prospective residents and tourists.
5	<b>Grow and diversify our economy</b>	Attract investment that introduces new industries, presents opportunity to existing businesses and grows our working population.
6	<b>Support our transitioning townships</b>	Support small town communities to retain the best possible quality of life in the face of a declining population with increasing needs.
7	<b>Connect with the next generation</b>	Engage our youth to equip them for a positive future and keep our communities young, vibrant and energised.



**Welcoming new residents:** Citizenship ceremonies are cause for celebration at Loddon Shire.

### PERFORMANCE

Council's performance for the 2015/16 year has been reported against each strategic platform to demonstrate how Council is performing in achieving the Council Plan 2013-2017. Performance has been measured as follows:

- 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.

### STRATEGIC PLATFORM 1

#### Build a network of strong communities

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:

2013-2017 priorities		Key projects	Progress
1.1	Build unique brand identities for each of our communities based on their geography, history and personality	Define each of our town brand identities and communicate these	<b>In progress</b> The establishment of town brand identities has been incorporated into the streetscape work being completed for four of our five major towns. This information will also be used to develop tourism promotion material. This work is ongoing.
1.2	Use community planning to allow our communities to create their own futures	Restructure community planning to focus on the longer term Promote succession planning within communities	<b>In progress</b> Council received a consultant report at the January 2016 Council Forum, making recommendations for the restructure of community planning. No decision has been made on an approach for the longer term. This Council discussion will continue in 2017.
1.3	Build a spirit of connectivity and mutual support amongst the communities of Loddon Shire	Conduct an annual event to bring community planning groups together to share	<b>In progress</b> Following a presentation to the Council Forum in October 2013 to hold a leadership event in place of business awards, community planning groups have been brought together through the community planning review, with workshops held over 3 consultations. Wedderburn Development Association initiated a gathering of community planning groups, and Council will support this initiative.
1.4	Leverage social media to better communicate with our residents	Develop a social media strategy and implement actions	<b>Complete</b> Council's Social Media Strategy has been approved and implemented with Council's Facebook page now live.
1.5	Promote a calendar of events across the region and support them	Promote and support events on new website	<b>Complete</b> With the redesign of Council's website, much greater promotion and support of events occurs. This action is ongoing.

2013-2017 priorities		Key projects	Progress
1.6	Drive improvement in life services including lobbying for assistance with childcare shortfall	Identify service needs and develop links with providers to source options for provision of childcare	<p><b>Complete</b></p> <p>Council has undertaken significant work in identifying the needs for the provision of childcare in our community and has worked with a consultant to develop a cost-effective model for small rural communities.</p> <p>Implementation is to proceed following provision of funding for occasional care on a 12 month trial commencing 1 July 2016.</p>
1.7	Support volunteer organisations to remain active within the community	<p>Promote the benefits of membership of a volunteer organisation</p> <p>List volunteer groups on website and provide contact details</p>	<p><b>Complete</b></p> <p>Council has completed this action by undertaking a review of volunteer groups and ensuring that their contact details are up-to-date and listed on the website.</p>

### Major initiatives:

There were no major initiatives identified in the 2015/16 budget for this strategic platform.

### Service performance indicators:

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

Aquatic facilities			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Service standard</b>			
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	1	1	2015 result included an extra inspection which was not required
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	0	There were no reportable safety incidents at aquatic facilities
<b>Service cost</b>			
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received/Number of visits to indoor aquatic facilities]	\$0	\$0	Council does not operate indoor aquatic facilities
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received/Number of visits to outdoor aquatic facilities]	\$19	\$16	Increased utilisation resulted in corresponding decrease in cost
<b>Utilisation</b>			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	3	4	Visitation numbers have increased by 3,300 in 2016 largely due to additional programs run

### Services:

The following statement provides information in relation to the services funded in the 2015/16 budget:

- **Recreation services**, including 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.
- **Loddon Healthy Minds Network**, including meetings and activities designed to boost mental health awareness and personal support for residents of Loddon Shire.
- **Recovery**, including 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.
- **Council committees**, including administrative support for Section 86 committees in managing compliance with the Local Government Act 1989.
- **Community planning**, including 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.
- **Community grants scheme**, including the administration of various community grants offered by compliance and enforcement.

## STRATEGIC PLATFORM 2

### Grow our population through appropriate development

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:

2013-2017 priorities		Key projects	Progress
2.1	Implement planning strategies that accelerate growth in appropriate areas	Implement Rural Zones Review	<b>Complete</b>
		Develop and commence implementation of Settlement Strategy	<b>In progress</b> The development of a settlement strategy has commenced. There has been a significant amount of research work completed. A draft strategy will be developed by 30 June 2017.
2.2	Adopt a pro-development attitude to planning and stimulate investment needed to service the community's changing housing requirements	Bridgewater residential subdivision	<b>Complete</b> The Bridgewater residential subdivision has now been rezoned and the land is available for development. As the land is privately owned, further progress on this matter rests with the landowner. Council has set the environment to allow this development to occur.
		Implement online planning application process for commercial development (SPEAR system)	<b>Complete</b>
		Develop Loddon Shire Settlement Strategy	See 2.1
2.3	Improve our turnaround time on planning approvals for housing projects	Implement a planning application progress tracking system	<b>Complete</b> A tracking system, which consists of a combination of the standardised Planning Permit Activity Reporting System (PPARS) reporting to the state government and the development of an in-house planning application tracking and reporting database, is being used by Council officers to track planning applications.

2013-2017 priorities		Key projects	Progress
		Drive improvement in turnaround time by enforcing targets	<p><b>In progress</b></p> <p>There has been significant work done to improve the turnaround time for planning permits, still more work needs to be done. (Median number of days between receipt and planning decision at 30 June 2015 was 60, median number of days at 31 December 2015 was 56.)</p> <p>Work is under way for improvement of processes and documentation.</p>
2.4	Attract investors to develop infrastructure and services	Develop and commence implementation of new Economic Development Strategy which incorporates investment attraction for essential infrastructure and services	<p><b>Complete and ongoing</b></p> <p>Council has adopted an Economic Development Strategy in 2015. Implementation of the strategy is ongoing.</p>
		Identify surplus Council properties and market them	<p><b>In progress</b></p> <p>A number of surplus properties have been identified and reported to Council for disposal. Work continues on this project.</p>

**Major initiatives:**

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015/16 budget for the year:

Major initiative	Progress
Develop and commence implementation of Settlement Strategy	<p><b>In progress</b></p> <p>The development of a settlement strategy has commenced. There has been a significant amount of research work completed. A draft strategy will be developed by 30 June 2017.</p>

**Service performance indicators:**

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

Statutory planning			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Timeliness</b>			
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	60 days	44 days	Change in staff due to restructure
<b>Service standard</b>			
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days/Number of planning application decisions made]	50%	55%	No material variations

Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Service cost</b>			
<i>Cost of statutory planning service</i> [Direct cost of statutory planning service/Number of planning applications received]	\$456	\$257	Change in staff due to restructure
<b>Decision making</b>			
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	0	0	There were no VCAT decisions in relation to planning applications

<b>Food safety</b>			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Timeliness</b>			
<i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/Number of food complaints]	n/a	6.5 days	This measure was not reportable last year
<b>Service standard</b>			
<i>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	109%	100%	No material variations
<b>Service cost</b>			
<i>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]	\$138	\$164	Additional staff employed to conduct inspections
<b>Health and safety</b>			
<i>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 food premises] x100	0%	83%	There was no critical or major non-compliance notification in 2015 therefore variance cannot be calculated

## Services:

The following statement provides information in relation to the services funded in the 2015/16 budget:

- **Town planning services**, including 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.
- **Environmental health services**, including 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.
- **Building surveyor services**, including building permit and occupancy approvals and administering the Building Act.
- **Environmental management services**, including weed management on Council property and development and implementation of Loddon's response to climate change.

## STRATEGIC PLATFORM 3

### Champion our agrifood enterprises

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:

2013-2017 priorities		Key projects	Progress
3.1	Remove the road blocks for new agrifood enterprises or expansion of existing ones	Lobby state government to remove barriers to agricultural value-adding	<p><b>Ongoing</b></p> <p>Council is having ongoing discussions with the state government. A current project involves a collaborative project with adjacent councils to attract intensive agriculture to the region.</p> <p>Council is partnering with Grampians Wimmera Mallee Water (GWM Water) to deliver the South West Loddon Pipeline. The project is now fully funded. Implementation will ensure secure stock and domestic water supply to the region.</p> <p>Following the mid-term review of the Goulburn Murray Water (GMW) Connections project, Council has advocated for completion of the project.</p>
		Support the Innovative Farming Project to help existing farmers understand expansion opportunities	<p><b>Complete and ongoing</b></p> <p>Council provided strong advocacy support for the Innovative Farming Project, developed as a response to the Murray Darling Basin Plan.</p>
		Support the Northern Victorian Regional Transport Strategy	<p><b>Complete</b></p> <p>The Northern Victorian Regional Transport Strategy was adopted by Council at the May 2016 Council meeting.</p>
3.2	Maintain planning protocols that protect prime agricultural land	Consider at next planning scheme review	<p><b>Complete</b></p> <p>Council endorsed the review in January. Next steps will be implementation of the amendments falling out from the recommendations of the review.</p>
3.3	Engage with the agribusiness sector in a regular more formal way	Engage Agribusiness Development Officer	<p><b>Complete</b></p> <p>Council has engaged an Agribusiness Development Officer in 2015.</p>

2013-2017 priorities		Key projects	Progress
		Implement agribusiness actions from new Economic Development Strategy	<b>Ongoing</b> The Economic Development Strategy includes 'discuss and develop investment opportunities in Loddon and promote the Loddon brand and its competitive advantages, particularly in affordable agricultural land for intensive farming.' This is a key responsibility of the Agribusiness Development Officer.
		Strengthen relationships with existing 'hero' agrifood businesses	<b>Complete and ongoing</b> With the Agribusiness Development Officer now on staff, Council has made approaches to a number of large-scale agrifood businesses within the municipality and is developing better relationships with each of these organisations.
3.4	Continue to seek out agrifood value-adding opportunities	Engage Agribusiness Development Officer	See 3.3

### Major initiatives:

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015/16 budget for the year:

Major initiative	Progress
Implement agribusiness actions from new Economic Develop Strategy	<b>Ongoing</b> The Economic Development Strategy includes 'discuss and develop investment opportunities in Loddon and promote the Loddon brand and its competitive advantages, particularly in affordable agricultural land for intensive farming.' This is a key responsibility of the Agribusiness Development Officer.

## STRATEGIC PLATFORM 4

### Make our towns liveable and memorable

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:

2013-2017 priorities		Key projects	Progress
4.1	Renew the streetscape in our major towns	Wedderburn streetscape project	<b>In progress</b> The detailed Wedderburn streetscape construction plans have been completed. As at 30 June 2016, Council was awaiting the outcome of an appeal to VCAT regarding the planning approval. A contractor has been appointed, however works will not commence until all statutory approvals have been obtained.
		Develop plans for Boort, Pyramid Hill, Bridgewater streetscape redevelopment	<b>Complete</b> Concept plans have been developed.

2013-2017 priorities		Key projects	Progress
4.2	Enhance our overall amenities by offering improved, but rationalised facilities in line with financial resources	Inglewood Town Hall hub project	<b>In progress</b> Work on the Inglewood Town Hall hub project commenced in September 2015 and is expected to be completed by August 2016.
		Wedderburn Community Centre redevelopment	<b>Complete</b> Extension and redevelopment works have been completed. Requirement for ancillary damp proofing works have been identified and scheduled to be completed shortly.
4.3	Work with our business community to foster a customer service culture	Develop a self-diagnostic customer service template for businesses	<b>Complete</b> Template is available on Council's website as a business tool, and has been marketed through local media.
		Facilitate annual customer service training for businesses	<b>Complete and ongoing</b> Council's Economic Development Department continues to deliver customer service training for our businesses.
4.4	Lift local hospitality capability	Deliver local accommodation guide and promote through website	<b>Complete</b> Council's website has an accommodation brochure which can be downloaded and printed.
4.5	Enforce a clean-up of our towns	Conduct audit, identification and prioritisation of all unsightly properties in all major towns	<b>Complete</b> A methodology to identify, prioritise and to respond to unsightly properties was prepared and presented to Council in 2015. Staff have now applied this tool to prioritise identified properties across the Shire following a detailed audit.
		Systematically apply process for enforcement according to priority	<b>In progress and ongoing</b> Enforcement action against top 10 prioritised unsightly or hazardous properties has commenced.
4.6	Improve stormwater and wastewater management	Implement high priority works identified in township drainage strategies	<b>Ongoing</b>
		Develop Stormwater Asset Management Plan	<b>In progress</b> A draft Urban Drainage Asset Management Plan (UDAMP) is to be presented to Council in September 2016.
		Partner in Sewer Connections Project with Coliban Water and Department of Health to increase the number of properties connected to township sewer schemes	<b>In progress</b> The relationship with Coliban Water has been strengthened and there is an agreed approach to increasing the amount of connections to sewerage in sewered towns.

2013-2017 priorities		Key projects	Progress
		Investigate opportunities to implement sewer extension schemes	<b>In progress</b> Discussions are continuing with Coliban Water regarding potential sewer extension or establishment schemes. This includes a sewer scheme for Newbridge.
4.7	Improve the appearance and functionality of recreation and public spaces	Implement a capital works program for parks and gardens facilities	<b>Complete and ongoing</b> An ongoing capital works program for parks and gardens (P&G) facilities has been developed and has been funded for a second year in 2015/16. Expansion of the P&G rolling program is continuing with a number of additional public space renewal or upgrades identified.
		Develop master plans for all high use recreational facilities	<b>Complete</b> Master plans for all recreational facilities have now been completed, and will be reviewed in 12 months as many infrastructure items are now completed.
		Develop and implement a new recreation strategy	<b>Complete and ongoing</b> Council adopted a revised recreation strategy in July 2015.
4.8	Take leadership in building infrastructure, amenities and services appropriate to town needs	Develop and implement a Stormwater Asset Management Plan	See 4.6
		Review Council's Building Asset Management Plan and Road Asset Management Plan	<b>In progress</b> Council's Building Asset Management Plan (BAMP) review commenced in June but is not likely to be completed until late 2016. A draft Road Asset Management Plan (RAMP) has now been prepared and will be presented to Council in August 2016.
		Develop assessment and prioritisation guidelines for each infrastructure category comprising Council's annual infrastructure program	<b>In progress</b> Prioritisation and assessment guidelines have been developed for both the Amenity and Safety sub programs within Council's local road construction program. Remaining elements of the Annual Infrastructure Program require guidelines to be developed.
		Develop long term Parks and Gardens and Buildings capital works programs	<b>In progress</b> A long term parks and gardens capital works program is under development. A number of projects have been identified across the Shire and populated within the rolling program for consideration by Council during presentation of the Annual Infrastructure Program in April/May 2016.
4.9	Set the benchmark for recreational vehicle (RV) friendly towns	Install dump points at three strategic locations across Loddon Shire	<b>Complete</b> Council has installed dump points at Bridgewater, Wedderburn, Boort and Pyramid Hill.

2013-2017 priorities	Key projects	Progress
	Implement action from the Loddon Shire Council Tourism Strategy 2011-2016 to establish Loddon as an RV Friendly Shire	<b>Complete</b> Council has met all the criteria necessary to be established as an RV Friendly Shire.

### Major initiatives:

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015/16 budget for the year:

Major initiative	Progress
Review Council's Building Asset Management Plan	<b>In progress</b> Council's Building Asset Management Plan (BAMP) review commenced in June but is not likely to be completed until late 2016.
Review Council's Road Asset Management Plan	<b>In progress</b> Draft RAMP has now been prepared and will be presented to Council in August 2016.

### Service performance indicators:

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

Roads			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Satisfaction of use</b>			
<i>Sealed local road requests</i> [Number of sealed local road requests/Kilometres of sealed local roads] x100	12	9	Council undertook significant works on the sealed local road program in 2015/16
<b>Condition</b>			
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x100	99%	99%	No material variations
<b>Service cost</b>			
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$45	\$47	No material variations
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road re-sealing/Square metres of sealed local roads re-sealed]	\$4	\$3	Joint tender with two other councils resulted in a discounted rate of approximately 25% on re-seals
<b>Satisfaction</b>			
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	55	55	No material variations

Libraries			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Utilisation</b>			
<i>Library collection usage</i> [Number of library collection item loans/Number of library collection items]	1	2	Increasing number of loans across decreasing number of items
<b>Resource standard</b>			
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years/Number of library collection items] x100	70%	62%	No material variation
<b>Service cost</b>			
<i>Cost of library service</i> [Direct cost of the library service/Number of visits]	\$21	\$25	Council is reviewing its approach to library services
<b>Participation</b>			
<i>Active library members</i> [Number of active library members/Municipal population] x100	14%	8%	Active library members have dropped by 400 from 2015 to 2016

Waste			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Satisfaction</b>			
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1,000	57	39	A number of clients cancelled their service
<b>Service standard</b>			
<i>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	2	1	A change in contractors has seen a decline in the number of bins missed
<b>Service cost</b>			
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$108	\$106	No material variations
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$65	\$61	No material variations
<b>Waste diversion</b>			
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	23%	20%	Weight of recyclables has remained constant over the two year period, with the weight of garbage increasing by 310 tonnes. This is a result of more accurate data collection for waste

<b>Animal management</b>			
<b>Service/indicator/measure</b>	<b>Result 2015</b>	<b>Result 2016</b>	<b>Material variations</b>
<b>Timeliness</b>			
<i>Time taken to action animal requests</i> [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	n/a	2.20 days	This measure was not reportable last year
<b>Service standard</b>			
<i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected]	66%	71%	No material variations
<b>Service cost</b>			
<i>Cost of animal management service</i> [Direct cost of the animal management service/Number of registered animals]	\$62	\$46	Number of animal registrations declined as puppy farms closed and general decrease in population
<b>Health and safety</b>			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	7	1	Council had a high animal prosecution rate in 2015 with some of these cases still under way through the court system

<b>Home and community care</b>			
<b>Service/indicator/measure</b>	<b>Result 2015</b>	<b>Result 2016</b>	<b>Material variations</b>
<b>Timeliness</b>			
<i>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]	n/a	5 days	This measure was not reportable last year
<b>Service standard</b>			
<i>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	78%	78%	No material variations
<b>Service cost</b>			
<i>Cost of domestic care service</i> [Cost of the domestic care service/Hours of domestic care service delivered]	n/a	\$40	This measure was not reportable last year
<i>Cost of personal care service</i> [Cost of the personal care service/Hours of personal care service delivered]	n/a	\$43	This measure was not reportable last year
<i>Cost of respite care service</i> [Cost of the respite care service/Hours of respite care service delivered]	n/a	\$46	This measure was not reportable last year

Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Participation</b>			
<i>Participation in HACC service</i> [Number of people that received a HACC service/ Municipal target population for HACC services] x100	58%	56%	No material variations
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service/ Municipal target population in relation to CALD people for HACC services] x100	28%	30%	No material variations

<b>Maternal and Child Health (MCH)</b>			
Service/indicator/measure	Result 2015	Result 2016	Material variations
<b>Satisfaction</b>			
<i>Participation in first MCH home visit</i> [Number of first MCH home visits/Number of birth notifications received] x100	109%	108%	No material variations
<b>Service standard</b>			
<i>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	102%	100%	No material variations
<b>Service cost</b>			
Cost of the MCH service [Cost of the MCH service/Hours worked by MCH nurses]	n/a	\$72	This measure was not reportable last year
<b>Participation</b>			
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100.	66%	73%	No material variations
Service/indicator/measure	Result 2015	Result 2016	Material variations
<i>Participation in the MCH service by Aboriginal children</i> [Number of aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	60%	25%	Whilst the numbers of aboriginal children who are enrolled in a MCH service is steady there was 2 less attend a centre during 2016, these children are growing older and less visits are necessary

### Services:

The following statement provides information in relation to the services funded in the 2015/16 budget:

- **Access programs**, including disability access to improve accessibility in and around the Shire.
- **Infrastructure management**, including 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.

- **Mobile library service** provided throughout the Shire.
- **Aged services**, including home and respite care, property maintenance, senior citizens' centres, elderly persons' units and planned activity groups.
- **Early years services**, including maternal and child health, immunisations and cluster management of pre-schools.
- **Infrastructure management**, including 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.
- **Local laws services**, including stock and domestic animal management permits, management of unsightly premises, roadside bushfire management works and local laws enforcement and compliance.
- **Works delivery**, including 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.
- **Tourism development 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**, including 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.

## STRATEGIC PLATFORM 5

### Grow and diversity our economy

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:

2013-2017 priorities		Key projects	Progress
5.1	Exploit our existing strengths and areas of competitive advantage to grow and diversify the economy	Develop a new Economic Development Strategy	<b>Complete</b> Council has adopted an Economic Development Strategy in 2015. Implementation of the strategy is ongoing.
5.2	Build our tourism sector product, capability and promotion appropriate to the different range of products in the north and south of the shire	Complete foreshore redevelopment plans for the Boort Lakes and the Loddon River at Bridgewater	<b>In progress</b> A consultant has been engaged to complete concept plans for the development of the foreshore of Little Lake Boort. The Bridgewater foreshore concept plans are complete.
		Complete construction of the Bridgewater Public Caravan Park	<b>Complete</b> The caravan park was officially opened by Minister Peter Walsh on Saturday 25 October 2014.
5.3	Promote development of tourist accommodation	List suitable accommodation venues on website	<b>Complete</b> Council's website was launched in April 2014. It has an accommodation section which lists venues in the Shire under the headings of various accommodation types. It also has an accommodation brochure which can be downloaded and printed.

2013-2017 priorities		Key projects	Progress
		Encourage investment in tourism accommodation	<b>Ongoing</b> Activities in the past year included an accommodation forum, a Loddon Valley network meeting for accommodation operators, continuing to assist and encourage accommodation on farm or self-contained with vacant homes, and working with accommodation operators that live on the property to register with Airbnb (KurracaBurN Heights and Rostrata Country Farm Stay have both registered).

### Major initiatives:

There were no major initiatives identified in the 2015/16 budget for this strategic platform.

### Services:

The following statement provides information in relation to the services funded in the 2015/16 budget:

- **Economic development**, including 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**, including providing 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 PLATFORM 6

### Support our transitioning townships

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:

2013-2017 priorities		Key projects	Progress
6.1	Support initiatives that assist community members who may be isolated or at risk	Participate in the Red Cross Vulnerable People project and implement a Community Register of Vulnerable People	<b>Complete and ongoing</b> Council continues to participate in the Red Cross Vulnerable Persons Project and a register of vulnerable persons is compiled in accordance with Council's obligations under the Emergency Management Framework.
		Identify and access funding for projects targeted at reducing isolation	<b>In progress</b> Project opportunities have been identified but no funding has been secured to date.
6.2	Rationalise community facilities to provide less but better facilities and amenities	Implement Council's Building Asset Management Plan	<b>Ongoing</b> Council's current Building Asset Management Plan (BAMP) is being implemented when considering requests for building maintenance, renewal or upgrade. A number of projects have been delivered in accordance with the BAMP guideline utilising the annual budget allocation for this strategic document. A number of requests have also been refused at this time based upon current policies contained within the strategy. A review of the BAMP is expected to occur within 2016.

2013-2017 priorities		Key projects	Progress
6.3	Ensure that residents of small towns have access to a set of basic services	Define the basic service offer to very small towns	<b>In progress</b> Service level statements for small towns are still to be prepared. Such statements may also be significantly influenced by Council's Service Delivery Review project.
		Find cost-effective ways of delivering services to very small communities	<b>In progress</b> Service Delivery Review project will inform this work.
		Advocate for improved transport to large towns	<b>Ongoing</b>

### Major initiatives:

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015/16 budget for the year:

Major initiative	Progress
Define the basic service offer to very small towns	<b>In progress</b> Service level statements for small towns are still to be prepared. Such statements may also be significantly influenced by Council's Service Delivery Review project.
Find cost-effective ways of delivering services to very small communities	<b>In progress</b> Service Delivery Review project will inform this work.

## STRATEGIC PLATFORM 7

### Connect with the next generation

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:

2013-2017 priorities		Key projects	Progress
7.1	Identify the needs of young people and develop future leaders	Renew Council's Youth Strategy	<b>In progress</b> The Loddon Shire Youth Strategy has been reviewed and is in draft form. The strategy will be presented to Council for adoption in July 2016.
		Explore the interest in a youth council	<b>Complete</b> A Youth Advisory Council has been established and operated throughout 2015. The Youth Advisory Council will continue to meet in 2016 and will continue to be supported by Council staff and youth department.
		Build a young professional leadership incubator	<b>Complete</b> There is insufficient mass to sustain a young professionals leadership network within Loddon Shire, so partnership arrangements have been made to promote the Bendigo Young Professionals Network, which has been welcoming and available for young professionals within Loddon Shire.
7.2	Create an arts and culture youth engagement program	Maintain Kool Skools Program	<b>Complete and ongoing</b> Council continues to maintain a Kool Skools program.

2013-2017 priorities		Key projects	Progress
		Continue to facilitate and expand the range of Freeza events	<b>Complete and ongoing</b> Council continues to renew the Freeza program with a new series of events (Street Art implemented) proposed each year.
7.3	Support youth mentoring	Partner with businesses and Local Learning Employment Network to build part time job and work experience opportunities as well as more formal career pathways	<b>Complete and ongoing</b> Council staff and councillors continue to meet regularly with the LLEN.
		Encourage our youth to participate in volunteering	<b>Complete and ongoing</b> Youth volunteerism is being actively promoted by Council staff during various Freeza or youth support events.
		Continue Council's support for youth mentoring programs in partnership with secondary schools and the North Central Local Learning and Employment Network	<b>Complete and ongoing</b> Council has maintained its support for the youth mentoring program in partnership with secondary schools and the Local Learning and Employment Network.

### Major initiatives:

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015/16 budget for the year:

Major initiative	Progress
Renew Council's youth strategy	<b>In progress</b> The Loddon Shire Youth Strategy has been reviewed and is in draft form. The strategy will be presented to Council for adoption in July 2016.
Formalise Youth Advisory Council	<b>Complete</b> A Youth Advisory Council has been established and operated throughout 2015. The Youth Advisory Council will continue to meet in 2016 and will continue to be supported by Council staff and youth department.

### Services:

The following statement provides information in relation to the services funded in the 2015/16 budget:

- **Youth support services**, including facilitating youth events, financial support for youth-related initiatives and long-term planning for youth development and retention.

## Enablers

In order to deliver the strategies outlined in the Council Plan, it is acknowledged that Council requires a number of enablers to be in place. These are:

- talented, motivated professionals who gain job satisfaction from being part of our team
- effective and efficient operating systems and procedures
- the ability to innovate and think laterally
- sound financial management protocols
- delivery of service excellence
- a sustainability focus to asset management
- transparent communication
- skills in lobbying and advocacy.

### Major initiatives:

There were no major initiatives identified in the 2015/16 budget for enablers.

## Governance

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

Service /indicator/measure		Result 2015	Result 2016	Material variations
<b>Transparency</b>	<i>Council resolutions 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] x 100	13%	12.41%	No material variations
<b>Consultation and engagement</b>	<i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	60	57	No material variations
<b>Attendance</b>	<i>Council 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) x (Number of Councillors elected at the last Council general election)] x 100	96%	96%	No material variations
<b>Service cost</b>	<i>Cost of governance</i> [Direct cost of the governance service/Number of Councillors elected at the last council general election]	\$43,564.40	\$52,789.20	This variation is largely attributable to the recruitment costs for the CEO
<b>Satisfaction</b>	<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	58	56	No material variations

### Services:

The following statement provides information in relation to the services funded in the 2015/16 budget:

- **Council administration**, including customer service and administrative support, records management, municipal building and equipment provision.
- **Financial management**, including 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**, including management of valuations of properties in the Shire, contract management relating to the revaluation process and raising annual rates and charges.
- **Staff management**, including recruitment, development, wellbeing program and occupational health and safety.

### Community Satisfaction Survey

Council has been involved in the annual Community Satisfaction Survey undertaken for the industry since 1998.

This survey provides Council with important information about how the community judges Council's performance in the current year, as well as providing Council with the ability to assess the trends in results.

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

Governance is covered by overall Council performance, advocacy, community 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, waste management, enforcement of local laws, business and community development and tourism, family support services, elderly support services, planning and building permits, emergency and disaster management, maintenance of unsealed roads, condition of sealed roads, and informing the community.

Two newly introduced indicators in 2015 are making Council decisions and condition of sealed roads.

The 2016 Local Government Community Satisfaction Survey results for the Loddon Shire show Council's overall performance is rated at a score of 62, a decrease of three points from last year's score of 65.

Council's performance in advocacy increased from 59 to 60, community engagement decreased from 60 to 57, customer contact decreased from 75 to 70, overall direction decreased from 54 to 51, while making community decisions decreased from 56 to 53.

Council scored higher than the median result of Small Rural Shires (a group of 22 like councils) in all governance areas.

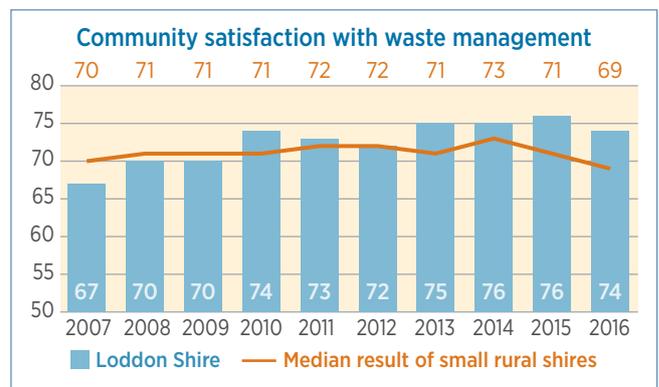
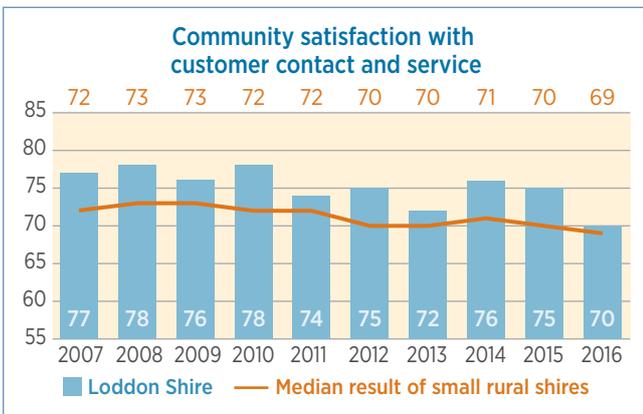
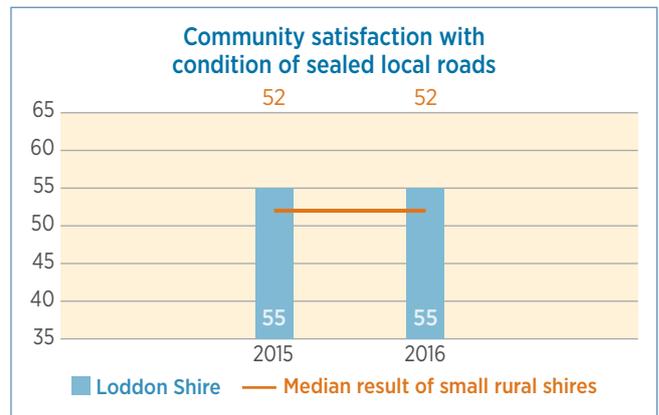
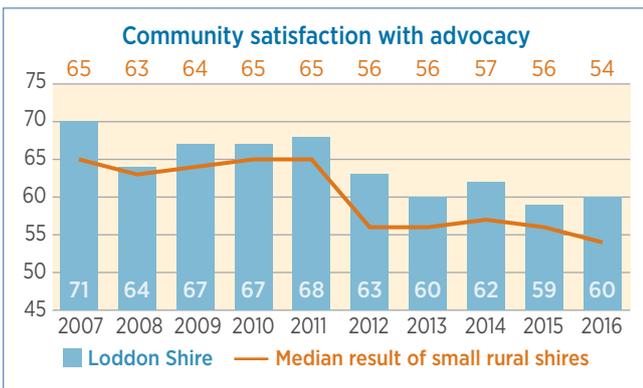
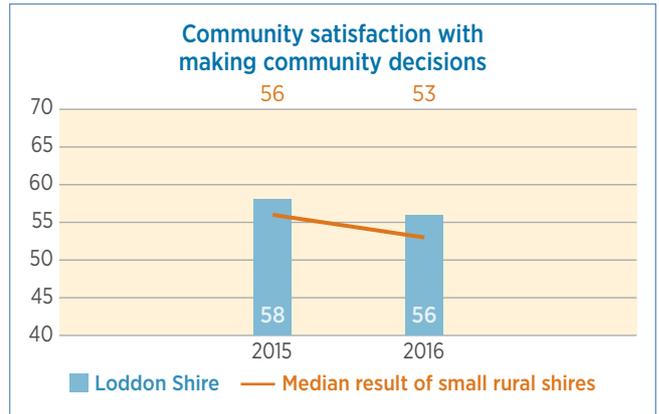
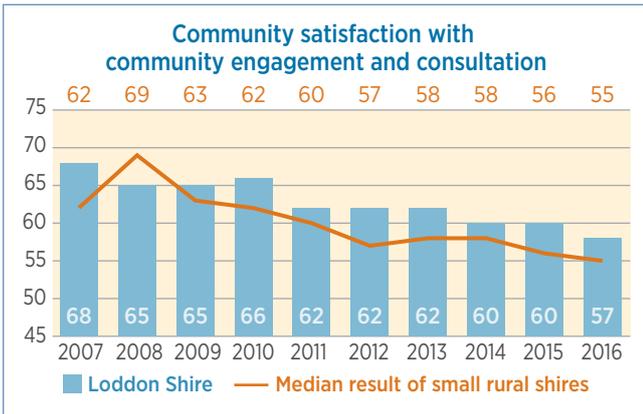
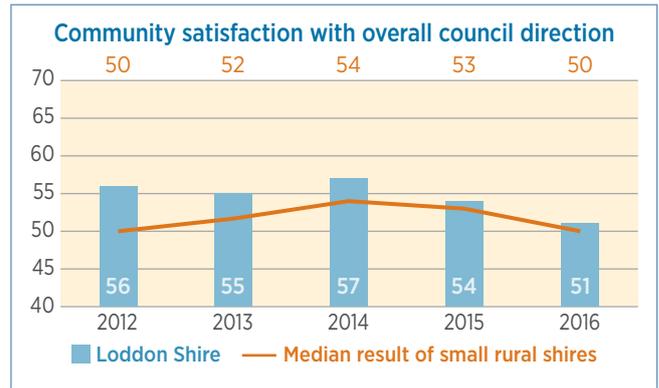
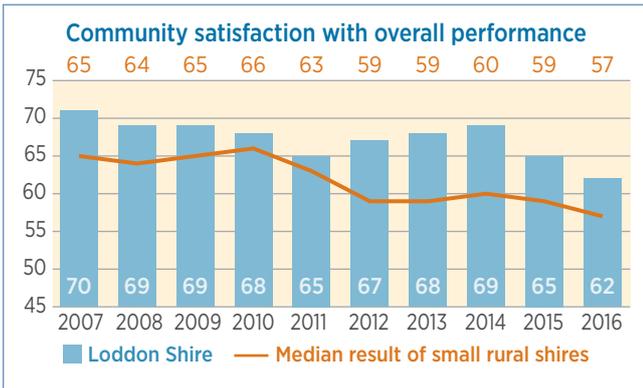
There were 13 service delivery areas showing analysis from previous years.

Council scored lower than last year in eight areas, higher in two areas, and the score remained the same for three service areas.

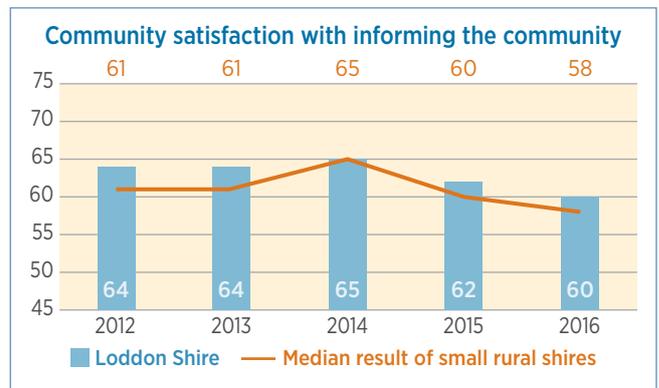
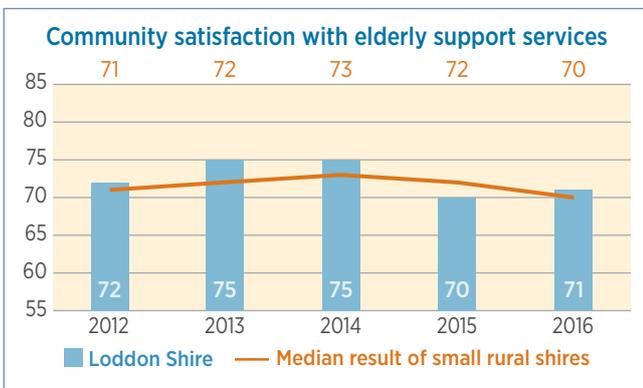
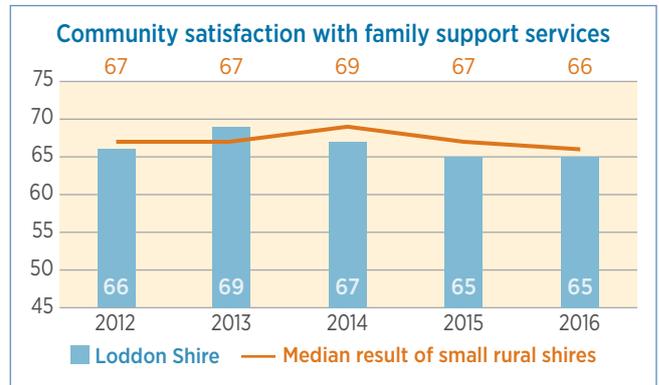
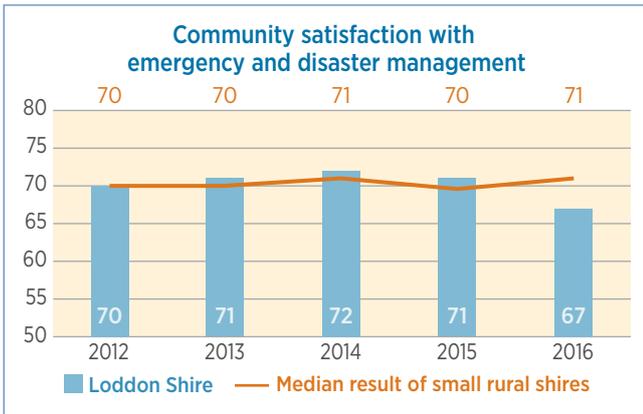
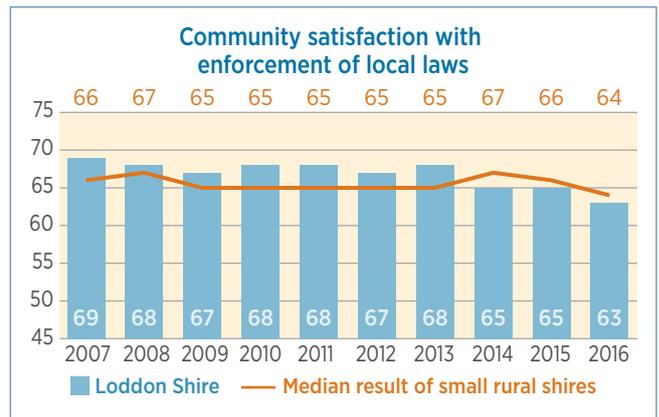
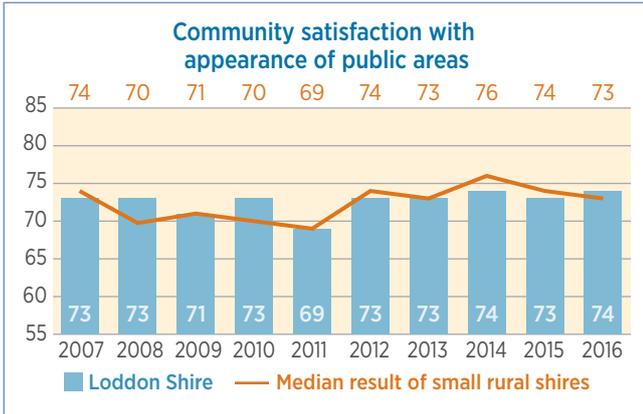
Of the 13 service areas surveyed in 2016, Council scored higher than the median result of Small Rural Shires in nine areas, and lower in four areas.

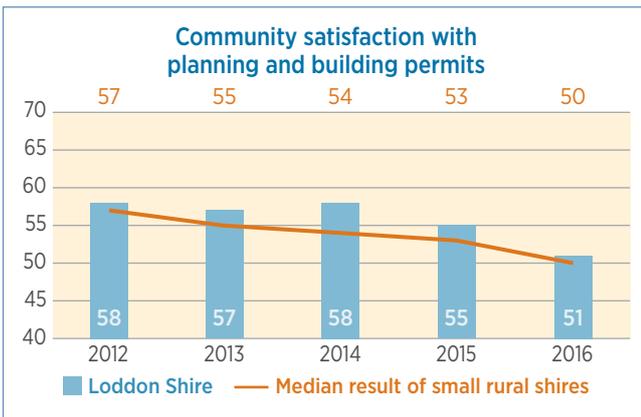
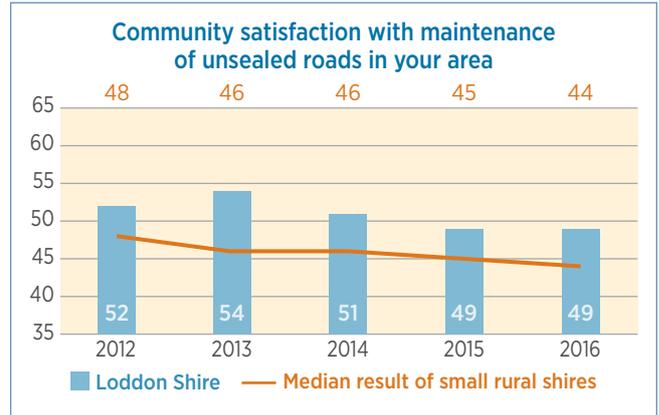
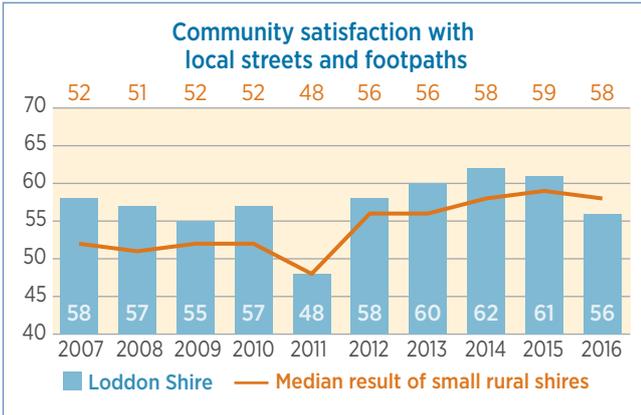


**Bumper crowd:** The Race that Slows Down the Nation.



## PERFORMANCE





Pyramid Hill Fiesta: A celebration for all to enjoy.





# GOVERNANCE MANAGEMENT

## GOVERNANCE

### Introduction

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

Council has a number of roles including:

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

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

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

### Attendances at Council functions

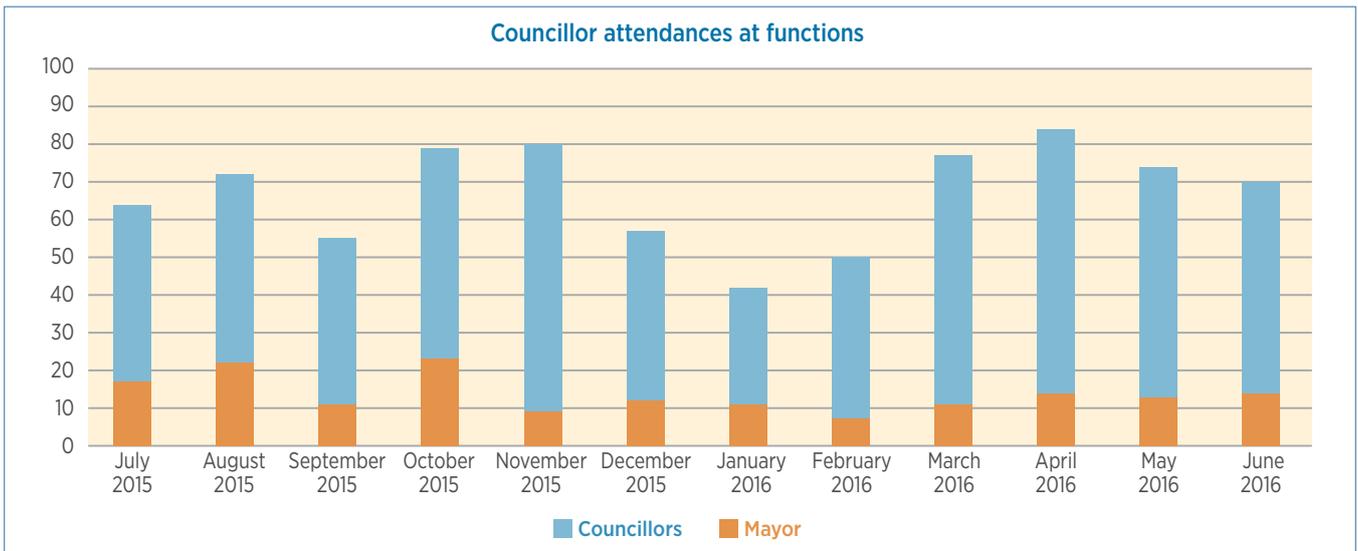
During the year, the Mayor and Councillors attended various functions on behalf of Loddon Shire.

Some of the functions are related to Councillors' representation on the committees listed while others arose from invitations from community groups, local government bodies, politicians and other stakeholders.

The following graph shows attendances by month.

In total, the Mayor attended 164 functions while the other Councillors attended 640.

Month	Mayor	Councillors	Total
July 2015	17	47	64
August 2015	22	50	72
September 2015	11	44	55
October 2015	23	56	79
November 2015	9	71	80
December 2015	12	45	57
January 2016	11	31	42
February 2016	7	43	50
March 2016	11	66	77
April 2016	14	70	84
May 2016	13	61	74
June 2016	14	56	70
<b>Total</b>	<b>164</b>	<b>640</b>	<b>804</b>



### Attendances at Council meetings

Sum of Councillors who attended ordinary and special meetings.

Councillor	Number of attendances at ordinary or special meetings by month											
	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	April 2016	May 2016	June 2016
Cr Cheryl McKinnon	3	3	3	4	3	2	3	3	3	3	4	3
Cr Colleen Condliffe	2	3	3	3	4	2	3	3	3	3	4	3
Cr Gavan Holt	3	3	3	4	4	2	3	3	3	3	4	3
Cr Geoff Curnow	3	3	2	4	4	2	3	3	3	3	4	3
Cr Neil Beattie	3	3	2	4	4	2	3	3	3	3	4	3
<b>Totals</b>	<b>14</b>	<b>15</b>	<b>13</b>	<b>19</b>	<b>19</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>15</b>
Meetings held												
Ordinary Meeting	1	1	1*	1	1	1	1	1	1	1	1	1
Council Briefing	1	1	1	1	1	1	1	1	1	1	1	1
Council Forum	1*	1	1*	1	1		1	1	1	1	1	1
Special Meeting				1*	1*						1	
Budget Forum												
<b>Total Meetings</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>
Total possible number of attendance	15	15	15	20	20	10	15	15	15	15	20	15
Percentage attendance	93%	100%	87%	95%	95%	100%	100%	100%	100%	100%	100%	100%

\*Councillor absentee

### Special committees

#### Committees appointed by Council

Under Section 86 of the Local Government Act 1989, 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:

- Boort Aerodrome Committee of Management
- Boort Business and Tourism Council Committee of Management
- Boort Development Committee of Management
- Boort Memorial Hall Committee of Management
- Boort Park Committee of Management
- Bridgewater on Loddon Development Committee of Management
- Campbell's Forest Hall Committee of Management
- Dinglee Progress Association Committee of Management
- Donaldson Park Committee of Management
- East Loddon Community Centre Committee of Management
- Inglewood Community Sports Centre Committee of Management
- Inglewood Lions Community Elderly Persons Units Committee of Management
- Inglewood Riding Club Committee of Management
- Inglewood Town Hall Committee of Management
- Jones Eucalyptus Distillery Site Committee of Management
- Kingower Development and Tourism Committee of Management
- Korong Vale Mechanics Hall Committee of Management
- Korong Vale Sports Centre Committee of Management
- Little Lake Boort Committee of Management

- Loddon Southern Tourism and Development Committee of Management
- Mitiamo Municipal Recreation Reserve 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
- Wedderburn Community Centre Committee of Management
- Wedderburn Engine Park Committee of Management
- Wedderburn Mechanics and Literary Institute Committee of Management
- Wedderburn Tourism Committee of Management
- Yando Public Hall Committee of Management

During the year Bridgewater on Loddon Memorial Hall Committee of Management amalgamated with Bridgewater on Loddon Development Committee of Management.

The committee is now operating as Bridgewater on Loddon Development Committee of Management.

The Bridgewater on Loddon Memorial Hall Committee no longer exists.

### Code of conduct

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

On 24 May 2016, 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.

## Councillor allowances

In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also 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 1 council.

For the period 1 July 2015 to 31 November 2015, the councillor annual allowance for a category 1 Council (as defined by the Local Government Act 1989) was fixed at \$18,878 per annum and the allowance for the Mayor was \$56,402 per annum. The Minister for Local Government approved an annual adjustment of 2.5 per cent to take effect as from 1 December 2015. The annual allowances were adjusted for the period 1 December 2015 to 30 June 2016 at \$18,878 per annum for the councillor allowance and \$57,812 per annum for the Mayoral allowance. An additional 9.5 per cent of the allowance amount is also payable as an allowance equivalent to the value of the Superannuation Guarantee.

## Councillor expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst 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 policy provides guidance for the payment of 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 following table contains a summary of the allowances and expenses reimbursed to each Councillor during the year.

Councillor	Councillor Allowance	Expense Reimbursement	Total Councillor Payment
Cr N Beattie (Mayor)	\$46,682	\$8,084	\$54,766
Cr C Condliffe	\$20,973	\$10,894	\$31,870
Cr G Curnow	\$20,973	\$8,758	\$29,731
Cr G Holt	\$36,952	\$4,148	\$41,100
Cr C McKinnon	\$20,973	\$10,463	\$31,436

## 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 82.

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 David Peterson
- Mr Rod Poxon

Cr Holt was reappointed to the committee at the Statutory Meeting of Council held on 20 November 2015.

Mr Rod Baker's term ended on 30 April 2016 and he was reappointed to the committee until 30 April 2020.

At the Audit Committee meeting held 19 May 2016, Mr Ken Belfrage was recommended by the committee to continue as Chair for the next twelve months. Council endorsed that recommendation at the Ordinary Meeting held on 24 May 2016.

### Meetings

Meetings were held in August, November, February and May.

Council's Chief Executive Officer and Director Corporate Services attended the meetings in an advisory capacity.

Other staff were invited to each meeting to provide the committee with an opportunity to hear about their roles and current projects, which gave committee members further insight into the operations of Council.

### Internal audit program

Council has a risk-based audit program that is assessed annually for relevance and identification of new and emerging risks, and provided to the committee for endorsement.

### Internal audit reviews

Audit reviews were undertaken in the following areas:

- follow up of town planning review undertaken in 2012
- succession planning and workforce development
- disaster recovery plan
- building maintenance.

During the year, the committee also assessed outstanding audit recommendations from audit reports. At the start of the financial year, there were 52 actions to be completed.

With the addition of 44 actions from the audit reviews there were 96 actions active throughout the year.

At the end of the financial year, 42 actions remained outstanding.

Along with the audits, during the year the committee addressed the following items:

- a review of the 2014/15 Financial and Performance Statements
- a review of monthly Finance Reports
- a survey by committee members to assess the performance and effectiveness of the committee
- quarterly updates in relation to fraud and any major law suits
- quarterly reports in relation to risk management
- a review of the Audit Committee Charter
- a review of the end of financial year Audit Strategy for 30 June 2016
- a review of the draft budget for 2016/17
- a review of the Performance Reporting Framework six monthly results to 31 December 2015.

### 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 2015/16 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 2015 Audit Committee Meeting to provide results from the external audit, and the May 2016 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.

There has been no other change made to the policy, as it appears to be relevant and effective in stating Council's position in relation to risk management.

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.

Council has a comprehensive system of incident reporting and management, risk identification, assessment and management and legislative compliance.

An important element of this system is Advent Manager, an automated incident, risk and compliance software tool.

This software enables the breakdown of risk and compliance requirements into simple tasks, which can then be assigned for action.

Simple, yet comprehensive, reports can be run in minutes, giving a clear snapshot of how Council is progressing towards desired governance outcomes.

The compliance module is regularly updated as legislation changes and ensures that Council's practices remain current.

## Local laws

Council has five local laws in operation:

### Municipal Government Local Law No.1 of 2007

Facilitates the good government of the Council, regulates and controls meetings and the use of the Council seal.

### Streets and Roads Local Law No.2 of 2010

Provides for the management, control and regulation of roads and surrounding properties for the safety and convenience of road users.

### Municipal Places Local Law No.3 of 2006

To allow people to enjoy the use of municipal places, control and prevent nuisance behaviour, protect community assets and promote the safe use of recreational facilities.

### Environment Local Law No.4 of 2015

Provide a safe and healthy environment by regulating activities that may be dangerous or unsafe and provide services that enhance the quality of life in the municipal district.

### Livestock Local Law No.5 of 2005

Provide for the control and welfare of livestock, minimize the spread of disease, weeds and damage to road reserves in the interests of road safety.

Copies of the local laws are available for inspection on Council's website [www.loddon.vic.gov.au](http://www.loddon.vic.gov.au) or at Council's office in Wedderburn.

## Strategic documents

During the year, Council endorsed the following policies, guidelines, strategies and plans:

Strategic documents	Meeting
Recreation Strategy 2015-2020	July 2015
Local Law No. 4 – Environment	July
Economic Development Strategy	July
Domestic Wastewater Management Plan	July
Municipal Emergency Management Plan	August
Home and Community Care Services Policy	August
Procurement Policy	October
Levels of Authority	October
Project Management Framework	November
Performance Reporting Framework	December
Anti-Fraud and Corruption Policy	December
Event Management – A Guide for Organisers of Events	January 2016
Levels of Authority	February
Election Period Policy	March
Fees and Charges	April
Levels of Authority	May
Infrastructure Program	May
Business Continuity Framework, Policy and Plan	June
2016/17 Budget	June



**Local law enforcement:** Stock control and welfare is one of several issues Council's local laws team take an interest in.

### 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 checklist	Assessment
<p><b>1. Community engagement policy</b></p> <p>Policy outlining Council's commitment to engaging with community on matters of public interest.</p>	<p>Policy <input checked="" type="checkbox"/></p> <p>Date of operation of current policy: 27 May 2014</p>
<p><b>2. Community engagement guidelines</b></p> <p>Guidelines to assist staff to determine when and how to engage with the community.</p>	<p>No guidelines <input checked="" type="checkbox"/></p> <p>Reason for no guidelines: The guidelines have not yet been developed. It is expected that they will be completed in 2016/17.</p>
<p><b>3. Strategic resource plan</b></p> <p>Plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years</p>	<p>Adopted in accordance with Section 126 of the Act <input checked="" type="checkbox"/></p> <p>Date of adoption: 28 June 2016</p>
<p><b>4. Annual budget</b></p> <p>Plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required</p>	<p>Adopted in accordance with Section 130 of the Act <input checked="" type="checkbox"/></p> <p>Date of adoption: 28 June 2016</p>
<p><b>5. Asset management plans</b></p> <p>Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years</p>	<p>Plans <input checked="" type="checkbox"/></p> <p>Date of operation of current plans:</p> <ul style="list-style-type: none"> <li>• footpaths 24 August 2009</li> <li>• buildings 23 November 2009</li> <li>• parks 22 March 2010</li> <li>• bridges 26 July 2010</li> <li>• roads 23 June 2008</li> <li>• urban drainage Not yet developed</li> </ul>
<p><b>6. Rating strategy</b></p> <p>Strategy setting out the rating structure of council to levy rates and charges</p>	<p>Strategy <input checked="" type="checkbox"/></p> <p>Reason for no strategy: It was intended to develop a Rating Strategy during 2015/16, but progress was not made on this. Council will develop the strategy in conjunction with the new Council following the October 2016 election.</p>
<p><b>7. Risk policy</b></p> <p>Policy outlining Council's commitment and approach to minimising the risks to Council's operations</p>	<p>Policy <input checked="" type="checkbox"/></p> <p>Date of operation of current policy: 26 May 2015</p>
<p><b>8. Fraud policy</b></p> <p>Policy outlining Council's commitment and approach to minimising the risk of fraud</p>	<p>Policy <input checked="" type="checkbox"/></p> <p>Date of operation of current policy: 15 December 2015</p>
<p><b>9. Municipal emergency management plan</b></p> <p>Plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery</p>	<p>Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986 <input checked="" type="checkbox"/></p> <p>Date of operation: 25 August 2015</p>

Governance and management checklist	Assessment											
<p><b>10. Procurement policy</b></p> <p>Policy under section 186A of the Act outlining the matters, practices and procedures that will apply to all purchases of goods, services and works</p>	<p>Prepared and approved in accordance with Section 186A of the Local Government Act 1989</p> <p>Date of approval: 27 October 2015</p>	<input checked="" type="checkbox"/>										
<p><b>11. Business continuity plan</b></p> <p>Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster</p>	<p>Plan</p> <p>Date of operation of current plan: 28 June 2016</p>	<input checked="" type="checkbox"/>										
<p><b>12. Disaster recovery plan</b></p> <p>Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster</p>	<p>Plan</p> <p>Date of operation of current plan: 15 June 2016</p>	<input checked="" type="checkbox"/>										
<p><b>13. Risk management Framework</b></p> <p>Framework outlining Council's approach to managing risks to the Council's operations</p>	<p>Framework</p> <p>Date of operation of current framework: 26 May 2015</p>	<input checked="" type="checkbox"/>										
<p><b>14. Audit committee</b></p> <p>Advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements</p>	<p>Established in accordance with Section 139 of the Act</p> <p>Date of establishment: 8 November 2000</p>	<input checked="" type="checkbox"/>										
<p><b>15. Internal audit</b></p> <p>Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls</p>	<p>Engaged</p> <p>Date of engagement of current provider: 28 April 2015</p>	<input checked="" type="checkbox"/>										
<p><b>16. Performance reporting framework</b></p> <p>A set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 131 of the Act</p>	<p>Framework</p> <p>Date of operation of current framework: 15 December 2015</p>	<input checked="" type="checkbox"/>										
<p><b>17. Council plan reporting</b></p> <p>Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six month of the financial year</p>	<p>Report</p> <p>Date of last report: 26 April 2016</p>	<input checked="" type="checkbox"/>										
<p><b>18. Financial reporting</b></p> <p>Quarterly statements to Council under section 138(1) of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure</p>	<p>Statements presented to Council in accordance with Section 138(1) of the Act</p> <p>Date statements were presented to Council:</p> <table border="0"> <tr> <td><b>For period ending</b></td> <td><b>Presented to Council</b></td> </tr> <tr> <td>30 June 2015</td> <td>28 July 2015</td> </tr> <tr> <td>30 September 2015</td> <td>27 October 2015</td> </tr> <tr> <td>31 December 2015</td> <td>27 January 2016</td> </tr> <tr> <td>31 March 2016</td> <td>26 April 2016</td> </tr> </table>	<b>For period ending</b>	<b>Presented to Council</b>	30 June 2015	28 July 2015	30 September 2015	27 October 2015	31 December 2015	27 January 2016	31 March 2016	26 April 2016	<input checked="" type="checkbox"/>
<b>For period ending</b>	<b>Presented to Council</b>											
30 June 2015	28 July 2015											
30 September 2015	27 October 2015											
31 December 2015	27 January 2016											
31 March 2016	26 April 2016											

Governance and management checklist	Assessment
<p><b>19. Risk reporting</b></p> <p>Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies</p>	<p>Reports <input checked="" type="checkbox"/></p> <p>Date of reports:</p> <ul style="list-style-type: none"> <li>• Council minutes 26 February 2016</li> <li>• Council minutes 28 June 2016</li> </ul>
<p><b>20. Performance reporting</b></p> <p>Six monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act</p>	<p>Reports <input checked="" type="checkbox"/></p> <p>Date of reports:</p> <ul style="list-style-type: none"> <li>• 31 December 2015</li> <li>• 22 March 2016</li> </ul>
<p><b>21. Annual report</b></p> <p>Annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements Annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements</p>	<p>Considered at a meeting of Council in accordance with Section 134 of the Act <input checked="" type="checkbox"/></p> <p>Date statements presented: 13 October 2015</p>
<p><b>22. Councillor code of conduct</b></p> <p>Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by all Councillors</p>	<p>Reviewed in accordance with Section 76C of the Act <input checked="" type="checkbox"/></p> <p>Date reviewed: 24 May 2016</p>
<p><b>23. Delegations</b></p> <p>A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff</p>	<p>Reviewed in accordance with Section 98(6) of the Act <input checked="" type="checkbox"/></p> <p>Date of review: 22 March 2016</p>
<p><b>24. Meeting procedures</b></p> <p>A local law governing the conduct of meetings of Council and special committees</p>	<p>Meeting procedures local law made in accordance with Section 91(1) of the Act <input checked="" type="checkbox"/></p> <p>Date local law made: 1 March 2007</p>

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



**Marg Allan, Acting Chief Executive Officer**

Dated: 30/6/2016



**Cr Neil Beattie, Mayor**

Dated: 30/6/2016

## STATUTORY INFORMATION

### Information to be made available to the public

Under various sections of the Local Government Act 2015, 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



**Individual identities:** Boort is one of several key townships within the geographically diverse Loddon Shire.

- 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:

- the need to review services against the best on offer in both the public and private sectors
- an assessment of value for money in service delivery
- community expectations and values
- the balance of affordability and accessibility of services to the community
- opportunities for local employment growth or retention
- the value of potential partnerships with other Councils and State and the Commonwealth governments
- potential environmental advantages for the Council's municipal district.

In accordance with section 208B(f) of the Local Government Act 1989, at least once every year a Council must report to its community on what it has done to ensure that it has given effect to Best Value principles. Council strives to ensure that its operations are conducted in a way that responds to the Best Value principles.

### Best value at Loddon Shire Council

Council has done a number of specific things in the 2015/16 financial year to ensure that our services continued to meet the 'Best Value' principles. Specific initiatives included:

- introducing the Loddon Performance Reporting Framework which provides regular data and information on quality and cost standards
- approving a business case for the recruitment of a Service Delivery Review Co-ordinator to implement a program of service delivery reviews which aims to ensure services remain accessible and responsive to the needs of the community
- undertaking a restructure of its indoor workforce. This restructure has provided increased alignment and efficiency of processes and services; improved workflows and reduced costs
- continuing to have an active Business Improvement Committee which promotes a culture of continuous improvement by implementing Lean Thinking and 5S initiatives
- providing a report to the community on Council's achievements in relation to Best Value through the Annual Report.

### Vic 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, HACC, 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.

### Contracts

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

### Legislation compliance – Disability Act 2006

Council acknowledges that people living with disability are valuable members of the community who have the same fundamental rights and responsibilities as all citizens. It commits to act in accordance with the Disability Discrimination Act 1992 (DDA) to ensure there is no discrimination based on disability in any of its functions, services or corporate framework.

Section 38 of the Victorian Disability Act 2006 makes it mandatory for all public sector bodies to develop a Disability Action Plan (DAP) to achieve the following objectives:

- reduce barriers to persons with a disability accessing goods, services and facilities
- reduce barriers to persons with a disability obtaining and maintaining employment
- promote inclusion and participation in the community of persons with a disability
- achieve tangible changes in attitudes and practices which discriminate against persons with a disability.

Council is in the third and final year of the delivery of its Community Access and Inclusion Plan 2013-2015. The Plan identifies action areas for Council to facilitate a truly inclusive community in relation to consultation, civic participation and community engagement, employment, the built environment, transport, and leisure and tourism activities.

During 2015/16, major achievements included:

- completion of several major projects to townships such as; Pyramid Hill corner of Barber and Victoria St, increased access from the parking bays to footpath and access into the hotel; Pyramid Hill Kelly St footpath upgrade; and Serpentine public toilets
- plans for the Inglewood Swimming Pool Universal Upgrade project were extended to include complete upgrades of all buildings; new change rooms, including an above standard accessible change room facility; a new kiosk with disability access to server areas; and new public ambulant and accessible toilets
- Easy English training provided to staff
- Council's standard font type and size changed to make all Council publications more accessible
- Events Management Plan developed to include accessibility information.

Council is now developing its next Community Access and Inclusion Plan in consultation with the community. To date, a total of 111 community members and staff participated in consultation for the Community Access and Inclusion Plan:

- 6 community members attended the community listening posts
- 21 community members participated in the community engagement opportunities
- 15 community surveys were completed
- 14 suggestion forms were completed by community members.

Council will continue to develop its next Community Access and Inclusion Plan to ensure people of all abilities feel comfortable and welcome in Loddon Shire, and can easily find their way around and access buildings and facilities.

## Domestic Animal Management Plan

The Domestic Animals Act 1994 requires Council to prepare a Domestic Animal Management Plan (DAMP) at four year intervals and to review the plan annually. The review of the DAMP has been undertaken using data from the 2015 calendar year.

The annual review of the DAMP identifies that the majority of the identified activities have been completed. Further work is required to develop procedures for the declaration of dangerous and menacing dogs, undertake awareness campaigns and to undertake an audit of the provision of excrement collection bags.

The DAMP has been successful in raising awareness of domestic animal issues with particular regard to domestic animal businesses and wandering animals. This is evidenced by the significant decrease in the reports of wandering animals and impoundments. Half of all dogs impounded have been reclaimed by their owner, up from a ten year average of 33%. However, a decrease in registered dogs can be attributed to the increased compliance activity and a decline in the population. Reports of wandering cats and dogs between the 2013 and 2015 calendar years indicate that more can be done to raise awareness for residents to consider desexing their pets. Increased awareness can be driven by better use of existing avenues such as the Council website, mayoral column and media releases.

The review identifies the benefit of more up to date statistics and the need to improve processes for data collection.

## Information required: 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.

## Freedom of Information Act 1982

The Freedom of Information Act 1982 (Act) provides the community with right of access to documents of Council.

Applicants are entitled to access documents unless they are exempt documents. The Act specifies documents that are exempt.

### Requesting a document

Section 17 of the Act outlines requirements for a request which include:

- it must be in writing, and
- it must provide enough information for Council to reasonably identify the document, and
- it must be accompanied by the prescribed fee.

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 [www.loddon.vic.gov.au](http://www.loddon.vic.gov.au) under Our documents/Financial reports/Current fees and charges.

### Designated officer

The name and designation of the officer with authority to make a decision in relation to a request was:

**Mrs Jude Holt**

Director Corporate Services and Freedom of Information Officer

Telephone: (03) 5494 1207

Email: [jholt@loddon.vic.gov.au](mailto:jholt@loddon.vic.gov.au)

### Requests

During the year Council received four requests under the Act. The following table outlines the summary of how they were processed:

Details	No.
Access granted in full	2
Access granted in part	2
Access denied	0
Request withdrawn	0
Request where no documents existed, applicant advised	0
Request transferred to another authority, applicant advised	0
Request outside the Act, applicant advised	0
<b>Total applications</b>	<b>4</b>

### Protected Disclosure Act 2012

The Protected Disclosure Act 2012 continues the objectives of the Whistleblowers Protection Act 2001 (which was repealed on 10 February 2013) to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies and establish a system for matters to be investigated.

The Protected Disclosure Act 2012 also provides mechanisms for making disclosures about public section improper conduct.

### Reporting the Act

Under Section 70 of the Protected Disclosure Act 2012, Council must provide information pertaining to activities under the Act in the Annual Report each year.

That information includes:

- how to access procedures established under Part 9 of the Act

- the number of disclosures notified to Independent Broad-based Anti-corruption Commission (IBAC) under Section 21(2) during the financial year.

In response to this requirement:

- the Protected Disclosure Procedure can be found on Council's website [www.loddon.vic.gov.au](http://www.loddon.vic.gov.au) under About Us/Our Council/Governance/Protected Disclosure
- no disclosures were notified to IBAC under section 21(2) of the Act from 1 July 2015 to 30 June 2016.

Council's Protected Disclosure Procedure references IBAC's guidelines for making and handling protected disclosures and protected disclosure welfare management.

Full copies of IBAC's Guidelines can be found at: [www.ibac.vic.gov.au](http://www.ibac.vic.gov.au) under Publications and Resources (select Guidelines).

### Protected Disclosure Coordinator

The IBAC Guidelines require a public office to have a Protected Disclosure Coordinator, who will have a central role in managing protected disclosures.

The name and designation of Council's officer to whom Protected Disclosure Act matters were referred was:

**Mrs Jude Holt**

Director Corporate Services and Protected Disclosure Coordinator

Telephone: (03) 5494 1207

Email: [jholt@loddon.vic.gov.au](mailto:jholt@loddon.vic.gov.au)

In accordance with Council's Protected Disclosure Procedure, disclosures can also be made to Council's Chief Executive Officer.

### 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.



**Postal address**

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(03) 5494 1200

**Fax**

(03) 5494 3003

**Email**

[loddon@loddon.vic.gov.au](mailto:loddon@loddon.vic.gov.au)

**Website**

[www.loddon.vic.gov.au](http://www.loddon.vic.gov.au)

**Municipal office**

37-41 High Street Wedderburn Vic 3518

**Office hours**

Monday to Friday 8.15am – 4.45pm

