

ANNUAL REPORT 2016



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Collaborative
RESOURCEFUL
Innovative
Flexible
INTEGRITY





PURPOSE OF THE ANNUAL REPORT

All Councils are required by the *Local Government Act 1989* to prepare an Annual Report each financial year. This report aims to inform our community and stakeholders of our progress, achievements and challenges throughout the year.

NEED AN EXTRA COPY?

Additional copies of the Annual Report can be obtained by:

- Visiting our website
www.gannawarra.vic.gov.au
- Calling us on (03) 5450 9333
- Visiting one of our Customer Service Centres
(See Contact Council section for locations)
- Emailing
council@gannawarra.vic.gov.au
- Writing to Gannawarra Shire Council at
PO Box 287, Kerang 3579

FEEDBACK

We welcome feedback regarding the production of our Annual Report. Feedback provides us with the opportunity to continuously improve our methods for communicating the information contained within this report. If you would like to provide feedback please contact us via the details provided in the Contact Council section of this report.

ABOUT *Council*

Vision

GANNAWARRA WILL
BECOME A PLACE
WHICH IS POSITIVELY
DEFINED BY ITS
DIFFERENCE.

Mission

IN PARTNERSHIP WITH THE
COMMUNITY, COUNCIL WILL
OFFER THE SERVICES AND
FACILITIES NEEDED TO BENEFIT
RESIDENTS AND FOSTER
THE SOCIAL, ECONOMIC
AND ENVIRONMENTAL
SUSTAINABILITY OF THE
MUNICIPALITY.

Values

COLLABORATIVE

We will work together as a team to use our collective skills and knowledge for the benefit of the community. We will work in partnership with a range of stakeholders to deliver better outcomes for our community. We will work closely with the community.

RESOURCEFUL

In keeping with the character of our community, we will remain resourceful and resilient, employing creative problem solving to all our operational challenges. We will be agile and quick to respond to opportunities for our Council when they present.

INNOVATIVE

We will find new and smarter ways of delivering higher levels of service to our community at lower cost. We will leverage the collective ingenuity of our community.

FLEXIBLE

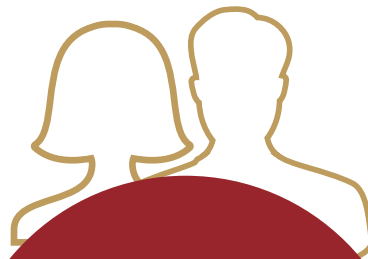
We will be proactive in dealing with our community's needs and expectations and respond appropriately. We will use our judgment in matters of common sense to deliver the best possible customer service for residents.

INTEGRITY

In conducting our business we will take responsibility for the decisions we make and actions we undertake in an open and honest way, free from conflicts of interest, to earn and sustain the trust of our community.



OUR SHIRE



OUR POPULATION
10,145

"CREATING THE RIGHT CONDITIONS FOR POPULATION GROWTH, THROUGH TARGETED INVESTMENTS AND PROJECTS IS THEREFORE A SIGNIFICANT FOCUS FOR COUNCIL."

6%

0 – 4
YEARS

13%

5 – 14
YEARS

6%

15 – 19
YEARS

51%

20 – 64
YEARS

24%

65
YEARS &
OVER

OUR LOCATION

Bordered by the Murray River to the north, Gannawarra Shire is approximately three hours from Melbourne and around one hour from the neighbouring centres of Swan Hill, Echuca and Bendigo. Gannawarra Shire is a diverse landscape of lakes and rivers, red gum forests, irrigated agriculture and dryland farming. The magnificent natural landscapes and Mediterranean-style climate make it ideal for agriculture and outdoor recreation.

Gannawarra's primary centres are Kerang, Cohuna and Koondrook. Smaller outlying communities include Leitchville, Quambatook, Murrabit, Lake Charm, Lalbert and Mystic Park.

OUR PEOPLE

Gannawarra's population is spread across a number of communities, each with a unique identity. The population of Gannawarra Shire has been steadily declining over the past 10 years, partly due to a structural shift in the agricultural sector. Creating the right conditions for population growth, through targeted investments and projects is therefore a significant focus for Council.

The population of Gannawarra Shire is:

- Resourceful, innovative and creative.
- Committed to volunteerism.
- Highly engaged in the community.
- Active in sport and outdoor recreation.

OUR LIFESTYLE

Gannawarra Shire is rich in pastoral, cultural and natural history and is a place to enjoy a relaxed and healthy lifestyle. The region is home to a range of stunning natural attractions including the Murray River, RAMSAR sites, Gunbower National Park and the Kerang Lakes. These environmental assets represent a point of difference for Gannawarra and offer many opportunities for residents and visitors to enjoy outdoor activities such as fishing, boating, skiing and bushwalking. Gannawarra Shire provides a range of retail, medical, education and professional services. Good connectivity to neighbouring towns enhances access to services, to cater for the needs of residents.

Snapshot

AREA: 3,736 sq. kilometres

POPULATION: 10,145 (as at June 2015)

POPULATION DENSITY: 2.7 people per square kilometre

QUALIFICATIONS: 56.3% no formal qualifications, 19% vocational qualification, 7.2% Bachelor degree or higher

98.86% of children from birth to 5.25 years of age fully vaccinated (compared to the state average of 92.86%) and 100% of children aged 12-15 months were fully immunised (compared to the state average of 93.30%)

SNAPSHOT OF COUNCIL

2015-16



12,820



HOURS OF DOMESTIC CARE



1,905
HOURS OF 4 YEAR OLD
KINDERGARTEN
PER WEEK



1,250km
OF ROADS GRADED



970m
OF FOOTPATH
REPLACED



43km
GRAVEL ROAD
RE-SHEETED



27.4km
OF SEALED ROAD
RESEALS



800m
NEW SEALED ROADS
CONSTRUCTED



2,150

HOURS OF LONG DAY
CARE PER WEEK



140 STRAY
ANIMALS RE-HOUSED



82 ANIMALS RETURNED TO
THEIR OWNERS



1,222



TONNES OF RECYCLABLE
WASTE COLLECTED



2,296

VACCINATIONS
ADMINISTERED

1,864+

HOURS OF TRANSPORT
TO MEDICAL
APPOINTMENTS

98.86%

OF CHILDREN
FROM BIRTH TO
5.25 YEARS OF AGE
FULLY VACCINATED
(COMPARED TO THE
STATE AVERAGE OF
92.86%)



3,553

SOCIAL MEALS PROVIDED

15,510

MEALS ON WHEELS
DELIVERED







YEAR IN *review*



YEAR IN REVIEW

July

- Over 700 street lights were replaced to LED's through the Lighting the Regions project, providing financial and environmental savings
- Council's Early Years Board hosted a meeting: 'The Importance of Playgroups'. Most playgroups across the Shire attended and an action plan was developed identifying gaps and potential future work

August

- Gannawarra Shire Council received \$53,739 for the Roadside Weeds and Pests Program 2015-17
- Gannawarra Shire Library in partnership with Kerang & District Family History group provided events throughout August as part of Family History Month

MURRABIT
BECAME THE
SECOND TOWN IN THE
GANNAWARRA SHIRE
TO BE DECLARED AN
RV FRIENDLY
TOWN



MURRAY REGIONAL
TOURISM ANNOUNCED
ITS VISITATION RESULTS FOR
THE PAST 12 MONTHS,
RECEIVING 5.7 MILLION
DOMESTIC AND INTERNATIONAL
VISITORS TO THE REGION
FOR THE YEAR ENDING
MARCH 2015, AN
INCREASE OF
12.8%



September

- Ski Racing Victoria confirmed events for Lake Charm during the 2015/16 season. They intend to host the Victorian titles again which is worth around \$33,000 to the local economy
- Council received a \$10,000 grant through the Community Safety Fund's Lighting the Way fund to install solar powered lighting in Atkinson Park
- Staff participated in "Take a Stand" bystander training which aims to combat attitudes and behaviours that support violence in our workplace and community
- A daily record for tourism visitors was set at the Gateway to Gannawarra centre on Tuesday 23 September, recording 98 customers
- Council was recognised for successfully meeting the Mental Health and Wellbeing outcomes as part of the Healthy Together Victoria Achievement Program for Workplaces
- Gannawarra Children's Centre was assessed against the National Quality Standard and received a rating of 'Meeting National Quality Standards'



GANNAWARRA
 SHIRE COUNCIL
AWARDED
\$61,210
 TO COMMUNITY
 ORGANISATIONS THROUGH
 THE FIRST ROUND OF THE
 2015/16 COMMUNITY
 GRANTS PROGRAM

MEMBER FOR NORTHERN
 VICTORIA, JACLYN SYMES,
**OPENED THE KERANG
 AERODROME UPGRADE**
 ON BEHALF OF THE VICTORIAN
 PUBLIC TRANSPORT MINISTER
 JACINTA ALLAN. THE \$776,000
 PROJECT WAS FUNDED BY
 GANNAWARRA SHIRE COUNCIL
 \$150,000 AND THE
 REGIONAL AVIATION
 FUND \$626,000



YEAR IN REVIEW

OPENING OF THE
Quambatook Skate Park
WAS CELEBRATED
BY THE
COMMUNITY



November

- The tender for the construction of the Koondrook Wharf project was awarded to Port Adelaide Company Maritime Constructions
- The Cohuna and Kerang swimming pools reopened for the 2015/2016 season

CR LORRAINE
LEARMONTH
WAS ELECTED AS
Mayor

October

- The Gannawarra VicHealth Walk to School program was held with events at all 11 Schools
- Three strategic projects for Gannawarra Shire Council were included in the Loddon Mallee Regional Investment Prospectus
- Five Preschools received accreditation under the Dental Health Service Victoria Smiles4Miles program

SOLAR CHOICE
SECURED AN INVESTOR
FOR ITS GANNAWARRA
SOLAR FARM PROJECT,
ENSURING THE PROJECT
IS SHOVEL-READY
FOR CONSTRUCTION
TOWARDS THE END
OF 2016



December

- A Living Libraries grant of \$131,000 was received for the refurbishment of the Kerang Library, including repainting, new carpet and improved lighting
- Cohuna was the third town in the Gannawarra Shire to be declared a RV Friendly Town
- Gannawarra Shire Council's replacement of the Lake Charm Memorial Hall amenities block was completed. The \$150,000 project saw the construction of an amenities block with disabled and ambulant access
- Gannawarra Shire Youth Council Mayor Lenny Brown was named in the 2015 Victorian Premier's Volunteer Champions Awards
- Council adopted the Cohuna Future Vision following community consultation, to guide future project activity and investment in the town
- The Summer Reading program for primary school aged children was a huge success with over 100 children participating



COUNCIL BOUGHT
ESSENTIAL THEATRE'S
PRODUCTION OF
**ROMEO
AND JULIET**
TO APEX PARK IN
KOONDROOK.
APPROXIMATELY 250
PEOPLE ATTENDED
THE EVENT



THE 2016 AUSTRALIA DAY AWARDS

WERE WELL RECEIVED BY THE
COMMUNITY WITH A LARGE NUMBER OF
NOMINATIONS AND A WELL-ATTENDED
AWARDS CEREMONY. TOGETHER WITH
THE COMMUNITY, COUNCIL CELEBRATED
THE CONTRIBUTION OF SOME OF ITS
OUTSTANDING CITIZENS

January

- Young Gannawarra Shire residents were treated to a trip to see a Big Bash League cricket match in Melbourne. The tickets were provided free of charge by the Melbourne Renegades and Gannawarra Shire Council provided the bus to transport the group to and from Melbourne using drought relief funding from the Victorian Government

YEAR IN REVIEW

February

- Council received a grant for Youth Week activities that was provided to the community. The main event was "Gannawarra 80's Mega Dance remix"
- Jesse Munzel held art workshops for young people in Cohuna, with some stunning works produced

COUNCIL RECEIVED
\$838,000
IN FUNDING TO
COMPLETE THE
**WELLS BRIDGE
REPLACEMENT
PROJECT IN BENJEROOP**



**HARMONY
DAY
WAS CELEBRATED
IN COHUNA AND
KERANG**

March

- Murray Region Tourism, of which Council is a member, won best regional tourism stand at the Melbourne Caravan and Camping Show
- Council was awarded \$190,000 in funding for Stage 1 of the Sir John Gorton Precinct Upgrade
- Blue Green Algae alerts were issued in some parts of Gannawarra Shire

April

- Council was successful in receiving funding through the Community Sports Infrastructure Fund for upgrades to three recreation facilities across the Shire including the Kerang Swimming Pool and Cohuna Recreation Reserve
- A trial service for green waste bin collection commenced in Koondrook
- Gannawarra Shire Council awarded \$48,785 to community groups in Round 2 of the Community Grants Program 2015/16
- ANZAC Day services were held across the Gannawarra Shire including at the newly dedicated WW1 memorial in Cohuna, which was designed in consultation with the community



May

- Council gifted three PA systems to community groups, purchased by drought funding from the Victorian Government
- The Gannawarra Shire Council tourism website went live <http://www.visitkerangcohunakoondrook.com.au>

PARTNERSHIP AGREEMENT

WAS SIGNED DURING RECONCILIATION WEEK CELEBRATIONS HELD AT THE LIBRARY BETWEEN GANNAWARRA SHIRE, KERANG ELDERS, NORTHERN DISTRICT COMMUNITY HEALTH, COHUNA DISTRICT HOSPITAL, KERANG DISTRICT HEALTH, VIC POL, MALLEE DISTRICT ABORIGINAL SERVICE THAT ARTICULATES SHARED PRINCIPLES AND THE RECOMMENDED APPROACH FOR WORKING TOGETHER



RECONCILIATION WEEK ACTIVITIES WERE HELD AT SCHOOLS IN KERANG AND COHUNA



June

- The Kerang Splash park tender awarded to WA firm Water Features by Design
- Council hosted a series of Small Business Victoria workshops
- Council partnered with local Radio Mixx FM to sponsor 'Cohuna Unity' to show support to local dairy farmers following news of price cuts to the industry
- Council's L2P Learner Driver Program welcomed Swan Hill and Kerang Toyota as its new sponsor
- Council sponsored a team to attend the Youth Parliament Program

OUR CHALLENGES

RATE CAPPING

- The Fair Go Rates System caps the increase to Council's total revenue from general rates and the municipal charge to a figure based on a recommendation by the Essential Services Committee (ESC) after taking into account the Consumer Price Index and other factors.

Each year the Minister for Local Government will set the rate cap for the next financial year based on the recommendation from the ESC.

A rate cap of 2.5% for the 2016/2017 year was announced in December 2015, and applies to all Victorian Councils.

In circumstances where the rate cap is insufficient to fund the provision of services and infrastructure to the community, Council can apply to the ESC for an increase higher than the cap. Gannawarra Shire Council did not apply for a variation to the rate cap for 2016/2017.

A CONSTRAINED AND UNCERTAIN ECONOMIC ENVIRONMENT

- Local government, and in particular rural local government of Victoria is facing a number of financial challenges. These challenges seem to have combined in the recent past to create a number of difficulties for local government. The challenges include the freezing of indexation of financial assistance grants from the federal government for a three-year period, the loss of Council's \$1 million a year Roads and Bridges Program provided by the state government and the introduction of rate capping effective 2016/17. Whilst there has been some good news in relation to financial grants for local government,

the three issues above combined, reduce Council's financial capacity and therefore, in the medium to long-term, reduce the services and the asset renewals that Council is capable of funding.

DAIRY/AGRICULTURAL INDUSTRY

- It was extremely disappointing for our dairying community to be told that the opening price announced by Murray Goulburn and Fonterra in early 2016 would see not only a significant drop in the gate price (15%), but that the farmers will need to pay back MG retrospectively. Dairy farmers were left shocked by the announcement and Council was saddened that farmers who supply MG are paying the ultimate price for poor decision-making, the decline in overseas markets and other factors. Following the announcements, that are expected to see a loss of over \$25m and 110 jobs within the local economy, both the State and Federal Governments indicated that they would do what they can to intervene and support the dairying sector to get through this crisis. The first half of 2015 saw regular round table discussions held, and Council, along with neighbouring Shires will continue to lobby government and advocate for our rural farmers to ensure the long term sustainability of this significant and essential part of our local economy.

Council hosted a number of Community Resilience meetings, initially in response to drought like conditions, but later responding to Blue Green Algae and the Dairy crisis.

Gannawarra Local Agency Meetings (GLAM – Council, Northern District Community Health, Kerang District Health, Cohuna District Hospital,

Southern Mallee Primary Care Partnership, Victoria Police, Mallee District Aboriginal Services), Agriculture Vic, Rural Financial Counselling, Neighbourhood Houses, Kerang Rotary and Lions Clubs across the Shire are a vital link to our communities and form part of this group so that together we can develop a coordinated approach that is relevant to the needs of our communities. New members are Murray Dairy, VFF, DHHS and SES.

Agencies provide an update on areas of expertise and collaboratively we will look at any emerging issues and any areas where advocacy is needed within our Community.

A draft Community Resilience Support Action Plan captures where we are at, where resources are being placed and identifies any gaps and is a 'living' document that is constantly reviewed.

Actions are based around the following goals:

- Maintaining social links within communities
- Being socially inclusive to ensure that opportunities are accessible to all
- Helping to ease pressures on families
- Strengthening the mental wellbeing of the community
- Building resilience by promoting supportive communities



THE
future

ONGOING WORK
TO ADDRESS
ORAL HEALTH
CONCERNS
WITHIN THE SHIRE

COMPLETION
OF KOONDROOK
WHARF

SIR JOHN
GORTON
PRECINCT –
COMPLETION
OF SPLASH PARK
AT KERANG
SWIMMING
POOL

SEALED ROAD
REHABILITATION
PROGRAM

COMPLETION
OF WELLS
BRIDGE

IMPROVED
PASSENGER RAIL
SERVICES

KERANG CBD
STREETSCAPE

IMPLEMENTATION
OF THE CHILD
SAFETY STANDARDS
LEGISLATION
ACROSS THE
ORGANISATION

COUNCIL
ELECTIONS

NEW
COUNCIL
PLAN

COMMUNITY
RESILIENCE

AGED CARE
REFORM IMPACT ON
TRANSITIONING
FROM HOME AND
COMMUNITY CARE
TO COMMONWEALTH
HOME SUPPORT
PROGRAM

CHILD CARE
NEEDS ANALYSIS
HIGHLIGHTED NEED
FOR LONG DAY CARE
IN COHUNA AND
KOONDROOK

OUR MESSAGE



ERIC BRASLIS

Chief Executive Officer



**CR LORRAINE
LEARMONTH**

Mayor

First elected 27 October 2012
(Yarran Ward)

As Mayor and CEO of the Gannawarra Shire Council, it is our pleasure to present the 2015/16 Annual Report. It has been a year of significant achievements which enhance the vibrancy, wellbeing and prosperity of the shire for all members of the Gannawarra community.

A significant highlight during the past 12 months has been the commencement of the Koondrook Wharf project. Supported by both Federal and State funding, this project will help showcase the beautiful natural environment of Gannawarra Shire and will become the cornerstone of future tourism development. The commencement of the Koondrook Wharf project is a result of many years of advocacy and continual hard work by Council staff and both past and present Councillors and it will be so rewarding to see it complete and opened in the coming months.

In addition, Council was also awarded funding for a number of significant projects across the Shire, including \$131,000 for the refurbishment of the Kerang Library and \$190,000 for the Sir John Gorton Precinct to build a new Splash Park at the Kerang Swimming Pool. This was an exciting announcement and will see the new Splash Park completed and ready to use in time for the 2016/17 summer period, and complements the work that has already been completed in improving Atkinson

Park. This precinct is looking fantastic and a great way to encourage families and tourists to spend more time in the area and utilise the facilities that we have.

Our roads and infrastructure will be getting some important updates following news this year that Council was successful in being awarded Government funding of \$240,900 to update Cobden Street in Quambatook and \$838,000 for the Wells Bridge Replacement project in Benjeroop.

It is pleasing to see that Gannawarra's tourism numbers are improving, both with visitation to the area and website connections. Establishment of free camping at Cohuna, Murrabit and Reedy Lake with Kerang in the pipeline to be announced in the near future is a positive addition to our existing tourism and visitor opportunities.

To demonstrate Council's commitment and encourage the development of respect and understanding of Aboriginal people, their history and culture, Council moved a motion to perform an Acknowledgement of Country prior to all Council meetings and perform Welcome to Country at special events. This, together with an increased participation in NAIDOC Week and Reconciliation Week celebrations, ensures that positive relationships are being fostered and that Council will continue to build on our philosophy of existing trust and respect.

Council continued to advocate for further access to the NBN and for extension of natural gas to other towns in the Shire. These two services support business expansion and development, as well as provide better services to residents, which are critical to the economic development of the Shire.

Following the success of the inaugural Essential Theatre production in 2014/2015, Council welcomed the group back in January 2016 to perform a production of Romeo and Juliet in Koondrook's Apex Park. Once again, the performance attracted locals and visitors from neighbouring Shires, with approximately 250 people attending and able to experience the beautiful natural surrounds of the Murray River in Koondrook.

Youth Council have had a very productive year, and with support from Council has been able to help participants develop leadership skills, public speaking ability and confidence. The group attended Halogen & GRIP Leadership conferences in Melbourne and members have presented to Council and a number of other community groups including Kerang Progress Association, Kerang Rotary Club and Schools. They participated in the consultation process and strategic plan for Kerang Hospital and in a number of youth related projects for Northern District Community Health Services.



They worked with Council to develop the Children & Youth Strategy 2016-2020, which included developing a survey for young people, facilitating focus groups in secondary schools and participating in a Think Tank. Youth Council also reviewed its structure and established community positions for young people not engaged in mainstream education. In addition, Youth Councillors attended monthly meetings with the CEO of Council, developed a brochure as a resource and researched the feasibility of establishing a Youth Centre in Gannawarra. During the past year, Youth Council have helped to organise and deliver some key events within the Shire, including the opening of the Quambatook Skate Park, a Scribble Party in Cohuna, events for National Youth Week 2015/2016 and a heat of the 2015 Loddon Mallee Hume Series Skate competition in Kerang. Council once again sponsored a team to attend the 2016 Youth Parliament Program, where they debated a Bill in Parliament House and attended a week long camp with other young people from across the state.

As part of its commitment to promoting healthy lifestyles, Gannawarra Shire Council again coordinated Walk to School activities in schools across the Shire and was pleased that all 11 schools participated in the program by hosting events. A significant achievement in the last 12 months was

five preschools receiving accreditation under the Dental Health Service Victoria Smiles4Miles program. As part of this program, Council was able to distribute Smiles4Miles packs to 4-year old pre-schoolers and playgroups. Council was pleased to partner in the Royal Engaging Communities in Oral Health project which included advocating to the Minister for Health for fluoridation of Cohuna township water supply.

The 2015/16 Australia Day awards were again very successful, with a strong field of nominees and a great turnout at the civic reception to see the recipients awarded. Congratulations to all award winners and the nominees, whose dedication and passion for our community is something very special. Other important celebrations and events throughout the year included the 2016 Reconciliation Week ceremony, various citizenship ceremonies to officially welcome residents to the Shire, Harmony Day where events were held in Kerang and Cohuna, ANZAC Day services across the Shire and 'Cohuna Unity' where Council partnered with local radio to show support to local dairy farmers following the news of price cuts across the industry.

To advance its strategic and long term priorities, Council developed a number of key plans and strategies this year, including the Cohuna Future Vision

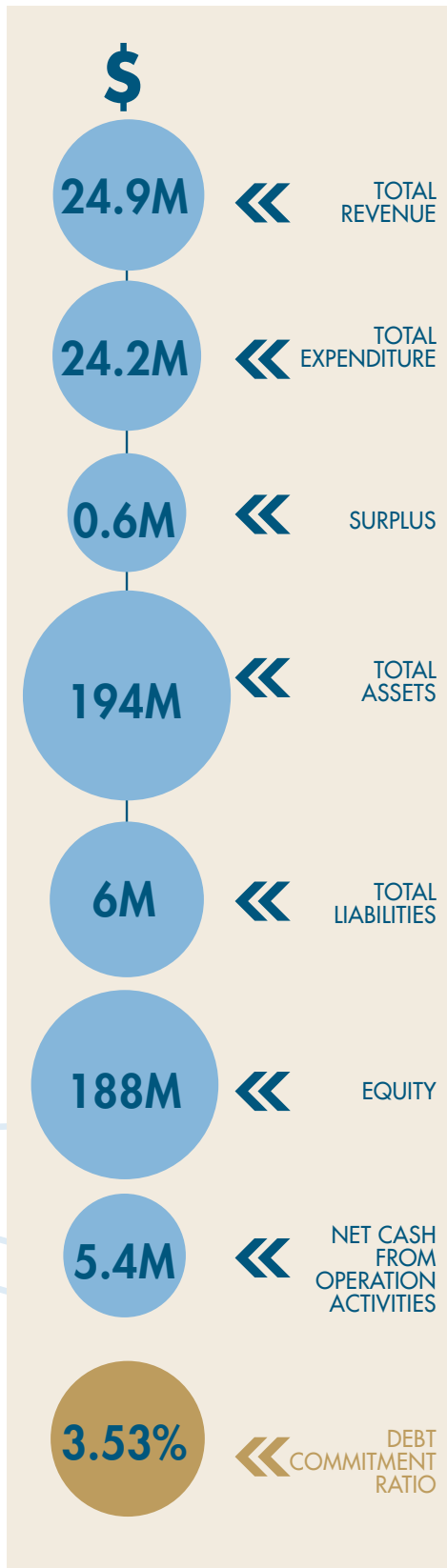
Plan, a Strategic Tourism Plan, an Acknowledgement of Country statement, an Aerodromes Development Plan, and a Communications and Community Engagement Strategy. Council has continued to utilise its Advocacy Plan to advocate and lobby to politicians, government departments and agencies on key development priorities.

Our focus remains firmly on strengthening Council's long-term financial position, providing a high standard of services to residents and improving community infrastructure through delivery of a large Capital Works program. This year we were able to present a budget within the 2.5% rate cap while still maintaining services and staffing levels to continue to assist our community.

As we reach the end of the current four-year term of Council, we would like to extend thanks to all Councillors and staff for their dedication to the future of Gannawarra Shire and it is with excitement that we look forward to the opportunities and challenges of 2016/2017.

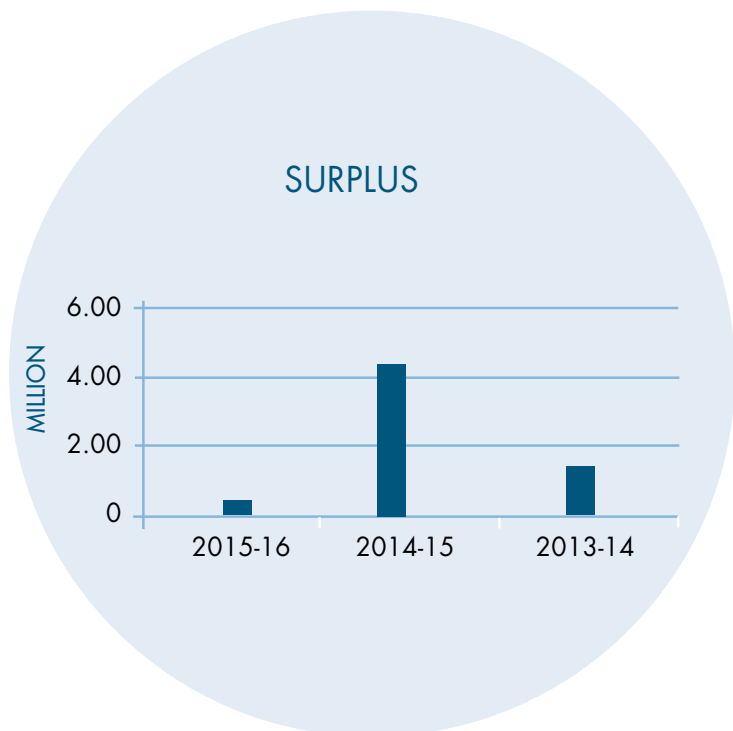
Cr Lorraine Learmonth, Mayor and Chief Executive Officer Eric Braslis

FINANCE MESSAGE



OPERATING POSITION

Council has achieved a surplus of \$0.642 million in 2015-16. This surplus is a substantial decrease on the budgeted surplus of \$1.567 million. This is mainly due to Council receiving a \$2.552 million payment on 30 June 2015 being part payment of the 2015/16 Victorian Grants Commission allocation.



CAPITAL WORKS

Council aims to maintain its infrastructure assets at the expected levels while at the same time continuing to deliver the services needed by the community. Council invested a total of \$6.550 million on renewing, expanding and upgrading existing infrastructure in the 2015/16 financial year. There was also \$2.332 million utilised to build new infrastructure throughout the Shire including the Koondrook Wharf development, new footpaths and flood mitigation works at Quambatook.

COUNCIL EXPENDITURE

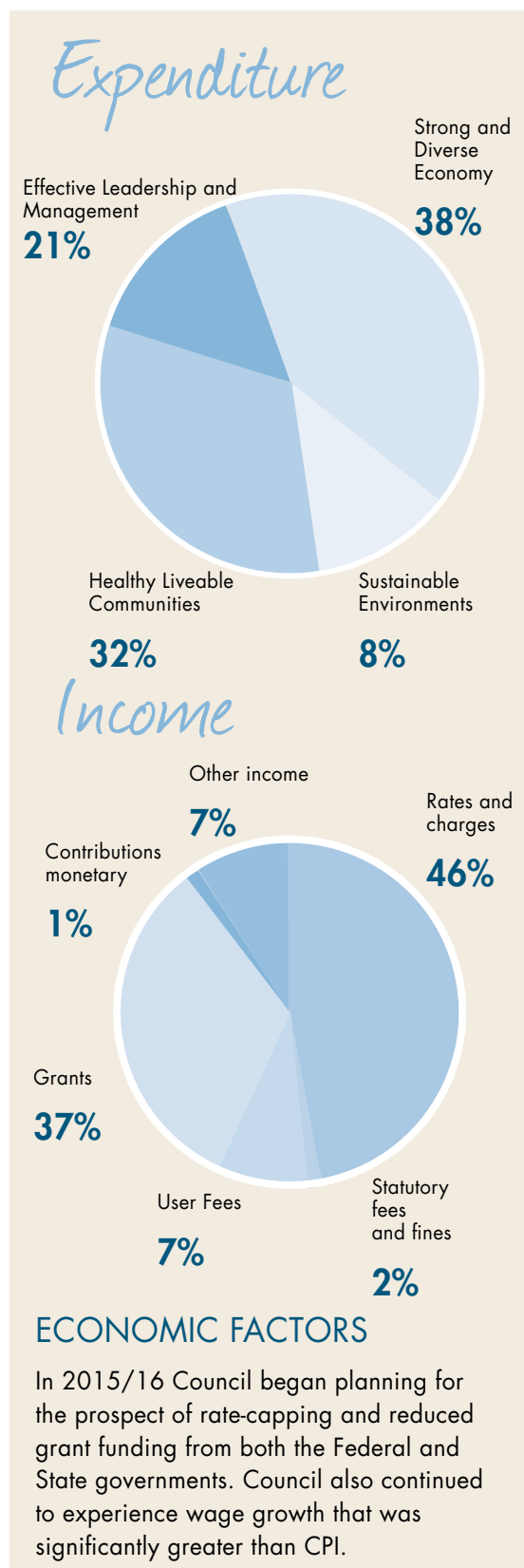
There are a variety of community services that Council operates alongside their capital work projects. In the 2015/16 financial year, total council expenditure was \$24.236 million with 38% being spent on building a strong and diverse economy through developing and maintaining our roads, bridges and buildings. Essential waste management services are a big part of Councils priority in creating sustainable living environments for the Gannawarra community. \$1,679 million was utilised in collection of kerbside and public bin waste in addition to the management of the local landfill. 32% of Council's expenditure was dedicated to delivering vital services and resources in line with Council's commitment to producing healthy liveable communities. \$1.972 million was devoted to people in need of our community care sector. \$2.577 million expended on children's services such as kindergarten, long day care and family day care.

STABILITY AND EFFICIENCY

Council receives income from a number of sources including rates, grants, user fees, fines and contributions. Rates and charges are Council's main source of income representing 46% of total income followed by grants comprising 37%. The introduction of rate capping in the 2016/17 financial year in combination with payments from the Victorian Grant Commission being frozen will have an impact on Council's ability to maintain current service levels into the future.

DESCRIPTION OF OPERATIONS

Gannawarra Shire Council is responsible for providing a wide range of services ranging from aged and disability care services, to maternal and child health, kindergarten, long and family day care, as well as operating the Gannawarra Library Service, the Kerang and Cohuna swimming pools and the Kerang and Cohuna aerodromes. Council is responsible for maintaining 499 km of sealed roads, 1772km of unsealed roads, 58 bridges and 72 kilometres of footpaths across the Shire, as well as delivering Council's annual Capital Works program. These services and infrastructure connect and serve residents in communities throughout the Shire. Council's vision and plan is laid out in the Council Plan 2013-2017, which is reported against regularly and reviewed each year. The 2015/16 Budget identified key priorities in terms of projects and services which supported the strategic priorities of the Council Plan.



DESCRIPTION OF OPERATIONS

Major Capital Works

COHUNA AERODROME \$117,000

The taxi way, apron and parking area at the Cohuna Aerodrome were expanded to allow continued use by the Air Ambulance and Emergency Services. The project also included improved drainage and allows the opportunity to further expand the number of hangars at the site.



LANDFILL CELL 3

Construction of a new cell at Denyer's Landfill was completed and is the most advanced cell ever constructed in the municipality. It is fully compliant with EPA regulations and being approximately 1 hectare in size will ensure Denyer's Landfill can operate well into the future.



SOLAR PANELS \$100,000

Council continued its commitment to reducing its carbon footprint by installing five grid connected solar panel systems with a total generating capacity of 37kW. The systems were installed at the Kerang Depot, Kerang Senior Citizens Centre, Gateway to Gannawarra visitor information centre, Cohuna Office and the Cohuna Memorial Hall.



GARDEN PARK

Garden Park in Cohuna is an important precinct within the town and provides a green oasis in the centre of Cohuna. Over the years erosion from the Gunbower Creek was impacting the park. Works to stabilise the bank and reclaim the lost land were undertaken, new lawn and garden beds now complete the project.





KOONDROOK WHARF

Work commenced on the Koondrook Wharf in February 2016 and has steadily progressed. It is anticipated that the wharf will be completed in October. The wharf will provide unprecedented tourism and economic opportunities for Koondrook and the surrounding district and has a strong connection to a number of other projects along the Murray River.

PUBLIC AMENITIES

Council maintains 30 public toilets throughout the municipality. Three of these facilities were replaced or extensively upgraded this year at Cohuna Memorial Hall, Lake Charm Public Hall and Apex Park Ready Lake.



PENGLASE STREET

Extensive drainage road construction and sealing works were undertaken on Penglase Street in Koondrook. These works will further enhance Koondrook's unique cricket ground and improve accessibility in this area.





Major Achievements

IN 2015/2016 COUNCIL DEVELOPED/ADOPTED THE FOLLOWING PLANS/STRATEGIES

- Cohuna Future Vision Plan
- Domestic Animal Management Plan
- Gannawarra Shire Council Strategic Tourism Plan 2015 – 2020
- Acknowledgement of Country Statement
- Gannawarra Aerodromes Development Plan 2016
- Communications and Community Engagement Strategy 2016 - 2020

Funding Announcements

- Sir John Gorton Precinct - Kerang Aquatic Centre Revitalisation \$190,000
- Cohuna Kangas FNC Female Facilities Upgrade \$72,000
- Gannawarra Shire Recreation Facilities Strategy \$30,000
- Wandella Football Netball Club – upgrade netball courts and lighting - \$82,419
- DHHS Cemetary Grants info Program to purchase a grave cover and erect a small storage shed for Mystic Park cemetery \$8,560
- Victorian Climate Change Grants 2015 'Be Cool in Gannawarra' \$10,000
- Living Libraries - \$131,000 – refurbishment of the Kerang library
- Victoria Remembers Grant Program - \$53,450 to digitally preserve the images/stories of the diverse local WW1 Service community
- Heavy Vehicle Safety and Productivity Programme, Cobden Street Upgrade in Quambatook, \$240,900
- Bridges Renewal Programme - Wells Bridge Replacement \$838,000
- Kerang Station Precinct – Improved Amenity Initiative \$30,000
- Local Government Drought Response Program \$40,000
- Municipal Emergency Resourcing Program \$240,000
- Mystic Melodies \$12,968
- One Tree Per Child \$2,500
- Walk to School \$10,000



OUR
council



OUR *Council*

Gannawarra Shire is divided into four wards:



AVOCA – including Lake Charm, Lalbert, Mystic Park and Quambatook.

MURRAY – including Koondrook and Murrabit.

PACHELL – including Kerang and Macorna.

YARRAN – including Cohuna and Leitchville.

THERE ARE SEVEN ELECTED GANNAWARRA SHIRE COUNCILLORS. AVOCA AND MURRAY WARDS ARE EACH REPRESENTED BY ONE COUNCILLOR. YARRAN WARD IS REPRESENTED BY TWO COUNCILLORS. PACHELL WARD IS REPRESENTED BY THREE COUNCILLORS. COUNCIL ELECTIONS ARE HELD EVERY FOUR YEARS WITH THE MOST RECENT ELECTION HELD ON 27 OCTOBER 2012.



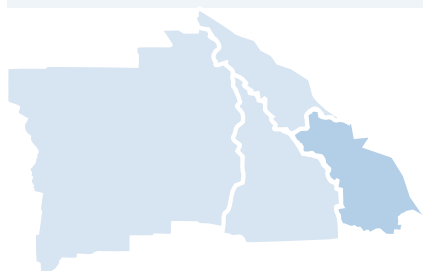


CR LORRAINE LEARMONTH

Mayor

First elected 27 October 2012
(Yarran Ward)

During her four year term, Lorraine will focus on the liveability of our Shire including increased childcare, the upgrade of pools and further bike and walking tracks. Lorraine will also work on increasing the development of art and culture events across the Shire, as well as increased Tourism opportunities and maintaining our services for the communities across the Shire, while maintaining financial viability.



Our Council

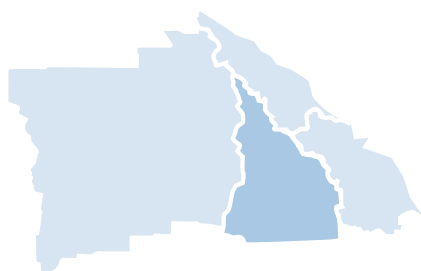




CR KEITH DEN HOUTING

First elected 15 March 2003
(Patchell Ward)

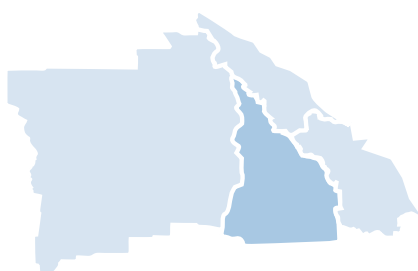
Residing on the outskirts of Kerang, Keith has lived in the region since 1955. Our community is first and foremost for Keith and he is constantly aware of, and advocating for, better deals for local people. Now in his fourth term with Council, Keith enjoys the constant challenges, and regularly takes time out to spend with his family, including four children and nine grandchildren.



CR BRIAN GIBSON

First elected 27 October 2012
(Patchell Ward)

Brian is a police officer residing in Kerang with his family. Supporting the community is a passion for Brian, as well as his family and sport. During his four year term, Brian will focus on ensuring that members of the Gannawarra community are heard and develop community interaction into decision making for specific projects. He will also focus on growth within the tourism industry.

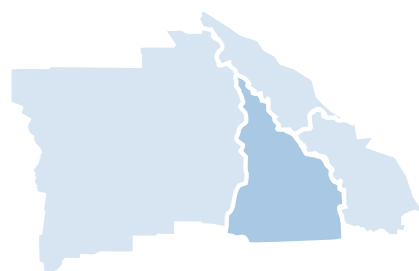


CR MARK ARIANS

First elected 27 October 2012
(Patchell Ward)

Deputy Mayor Elected November
2014

Mark is a project officer with Goulburn Murray Water, who previously served as a police officer in Cohuna. Having lived and worked in rural locations throughout Victoria, he recognises the Shire's attributes and is keen to assist the area reach its full potential. Mark is passionate about our environment, tourism and economic development and regards the maintenance of our environmental assets as key to the future of the region.

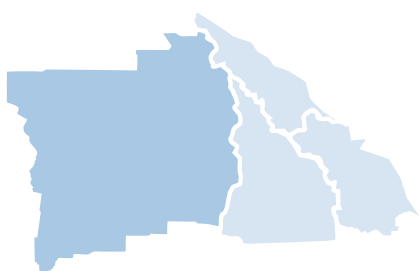




CR NEIL GANNON

First elected 29 November 2008
(Avoca Ward)

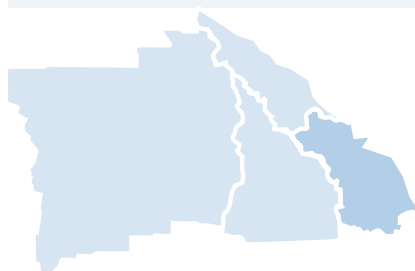
Neil is serving his second term as Councillor. Having lived and operated businesses in the area for 40 years, he is well aware of the challenges facing business in the Avoca Ward. Neil is acutely aware of the enormous potential of the Lakes area of the Shire, and strongly believes that the lakes system must be protected at all costs.



CR NEVILLE GOULDING

First elected 15 March 2003
(Yarran Ward)

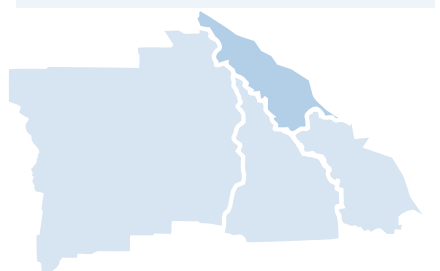
Neville is a local dairy farmer working in partnership with his family just south of Cohuna. Sustainability and waste management are passions for Neville who is a member of the Loddon Mallee Waste and Resource Recovery Board and Forum, a board member of the Central Victorian Green House Alliance, a member of the Central Victorian Agri. Forum and a member of the Kow Swamp Land and On Water Implementation Group.



CR OSCAR AERTSSEN

First elected 26 November 2005
(Murray Ward)

Oscar is a Kerang business owner, residing in Koondrook with his family. Oscar served as a member of the Victorian Police Force for 37 years, before retiring in 2009. He is dedicated to developing and empowering communities to reach their potential, and an avid supporter of giving the youth of our community a voice and a say in their future.



OUR *Executive*





ERIC BRASLIS

Chief Executive Officer

Eric joined Council in July 2015. His qualifications include a Bachelor of Applied Arts, Urban and Regional Planning from Ryerson Polytechnic University (Toronto, Canada) a Masters of Business Administration from Deakin University and has completed an Executive Leadership Program at Harvard University (Boston USA). Eric is presently a sitting member on the Victorian Building Authority, a Director of the Institute of Public Work Engineers Australasia (Vic) and a Director of PINARC Disability Services. He has previously held the positions of General Manager City Infrastructure and Director of Growth and Development at Ballarat City Council, General Manager of Planning and Development at Stonnington City Council and Director Planning and Environment and Director of Community Services at Hobsons Bay City Council.



AREAS OF RESPONSIBILITY

Human Resources, Marketing and Communications, Grants, Council Planning and Performance and Councillor Support



TOM O'REILLY

Director Corporate Services

Tom joined Gannawarra Shire Council in the role of Director Corporate Services in March 2016. Prior to joining, he was an Associate with the CT Management Consulting Group and undertook local government engagements with the Shire of Buloke, Latrobe City Council and King Island Council. Tom was employed with the Greater Shepparton City Council for 11 years including 6 years as Director Business and Finance. He has also worked in the private sector with 4 years as CEO of Metzke+Allen Chartered Accountants based in Shepparton. His career in Northern Victoria is extensive given he also worked with Goulburn Murray Water for 11 years along with 7 years with Goulburn Valley Water.

Tom has a Bachelor of Business (Accounting) degree and is a Certified Practising Accountant (CPA). He has attained the status of Fellow of CPA Australia and also a Fairley Fellow graduate of the Goulburn Murray Community Leadership Program Inc. Tom is a current Board member of the Northern District Community Health Service



AREAS OF RESPONSIBILITY

Finance and Budget, Audit, Rating and Valuation, Strategic Asset Management, Information Technology and Records Management, Customer Service, Governance and Emergency Management.

NOTE: The position of Director Corporate Services was held by Ken Leaming for the period 1 July 2015-15 January 2016 and Marg Allan for the period 8 February – 11 March 2016



MANDY HUTCHINSON

Director Community Wellbeing

Mandy joined Council in May 2009 taking on the role of Community Care Coordinator. Mandy became Manager, Community Care and Children's Services in June 2012, and Executive Manager, Community Wellbeing in June 2013. Prior to working with Council Mandy was employed as a Case Manager and Client Services Coordinator with Bendigo Health for 15 years. Mandy has a Post Graduate Certificate in Case Management and a Diploma in Management. Mandy is on the Boards of the Southern Mallee Primary Care Partnership and Cohuna District Hospital.



AREAS OF RESPONSIBILITY

Community Care Services, Maternal Child Health, Community Health, Children and Youth Services, Immunisation, Community Transport, Libraries, Arts and Culture.



CHRIS WHITE

Director Strategic Development

Chris joined Gannawarra Shire Council in March 2012 as the Manager Community Sustainability, after relocating to Australia earlier in the year. Prior to joining Council, Chris worked for over 15 years in a range of Planning, Regeneration and Development roles for a number of Local Authorities in the United Kingdom. He has over five years' experience working as a Consultant and Director of a Planning and Regeneration practice in the UK. Chris has a Bachelor degree in Geography and holds a Post Graduate Diploma in Town Planning. He was elected as a Member of the Royal Town Planning Institute (UK) in 1998.



AREAS OF RESPONSIBILITY

Building, Planning, Tourism and Economic Development, Aquatic Facilities, Recreation, Community Sustainability.



GEOFF ROLLINSON

Director Infrastructure Services

Geoff's earliest qualifications and experience are in agriculture. He gained extensive experience in Local Government and local knowledge when working with both the former Borough and Shire of Kerang and then the Gannawarra Shire upon amalgamation in 1995. He has a Diploma of Civil Engineering and held the positions of Works Engineer and Manager of Operational Services with Gannawarra Shire from 1995 until he started in his current role in 2011.



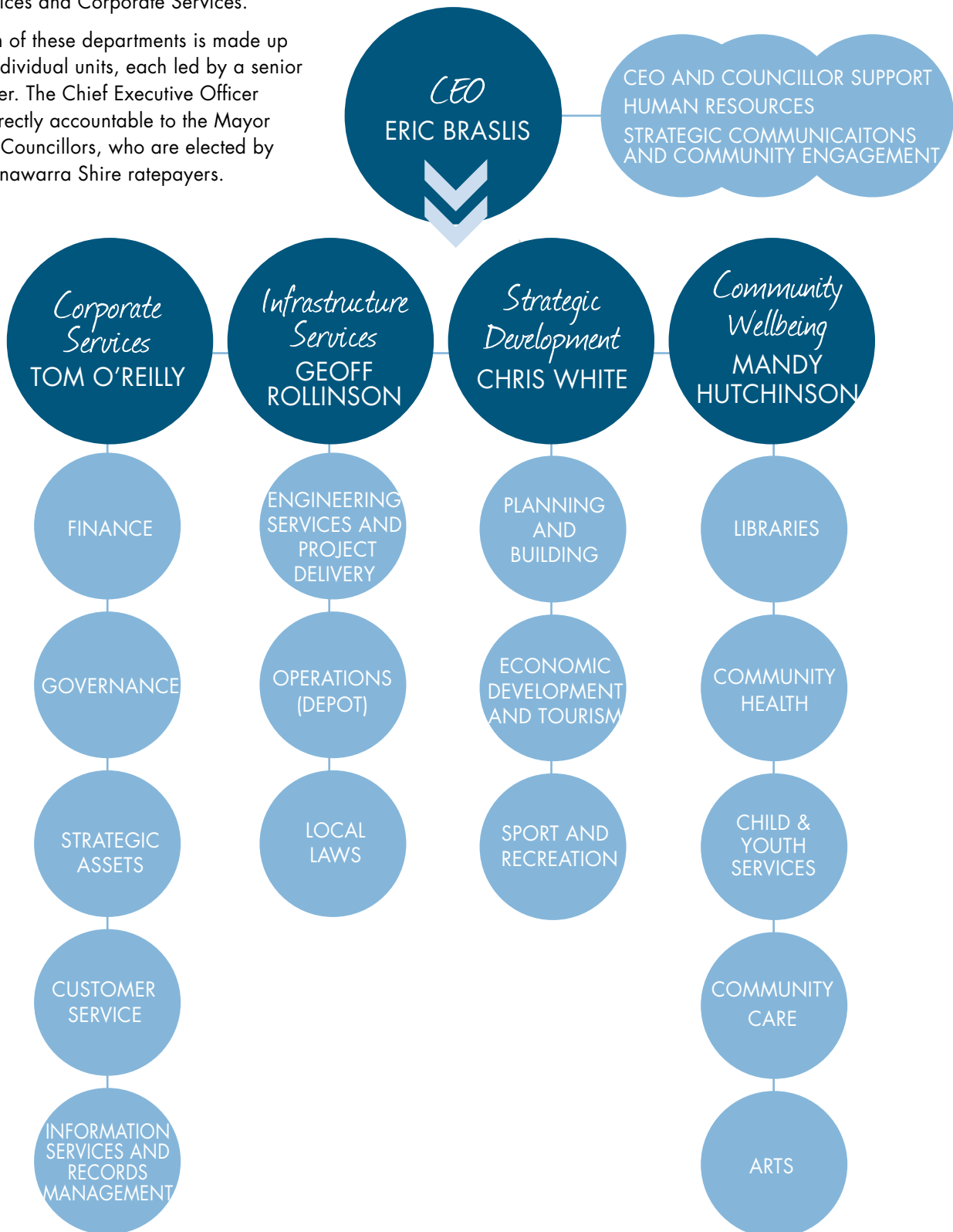
AREAS OF RESPONSIBILITY

Major Projects, Operational Services, Engineering, Waste Management, Landfill and Transfer Stations, Local Laws, Flood and Fire Management.

OUR *Structure*

Council has four departments reporting to the Chief Executive Officer. The departments are; Community Wellbeing, Strategic Development, Infrastructure Services and Corporate Services.

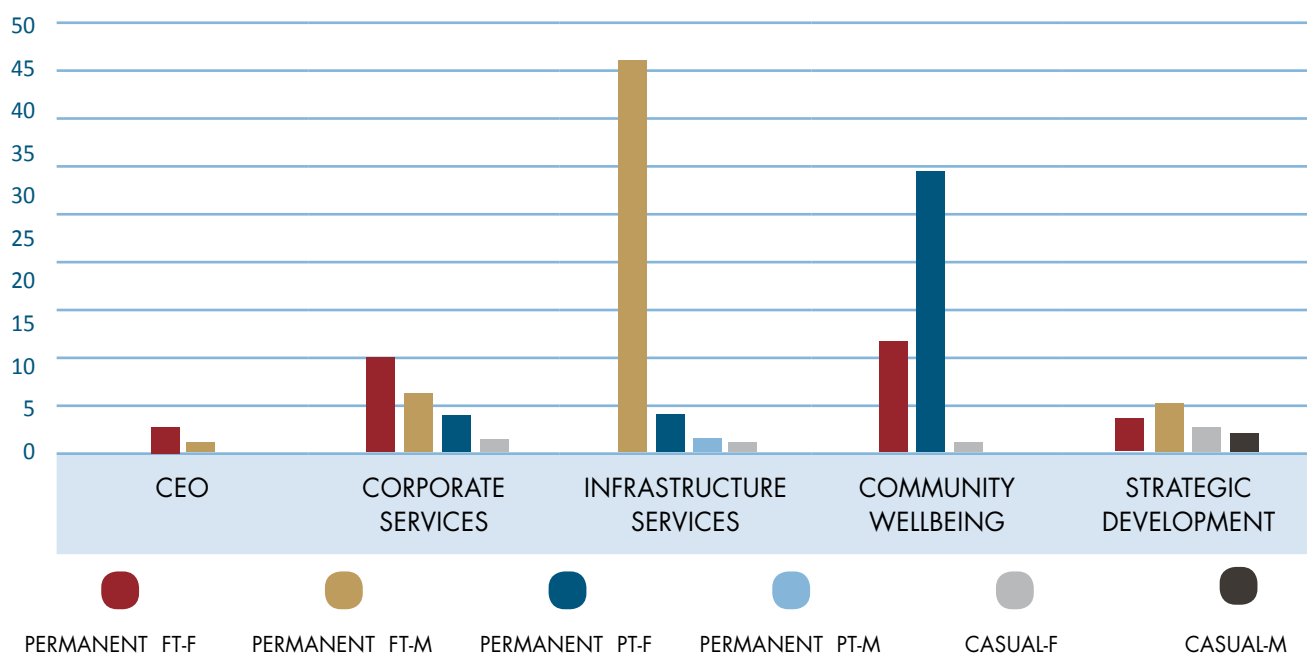
Each of these departments is made up of individual units, each led by a senior officer. The Chief Executive Officer is directly accountable to the Mayor and Councillors, who are elected by Gannawarra Shire ratepayers.



OUR Workplace

BELOW IS A SUMMARY OF FULL TIME EQUIVALENT COUNCIL STAFF BY ORGANISATION STRUCTURE, EMPLOYMENT TYPE AND GENDER.

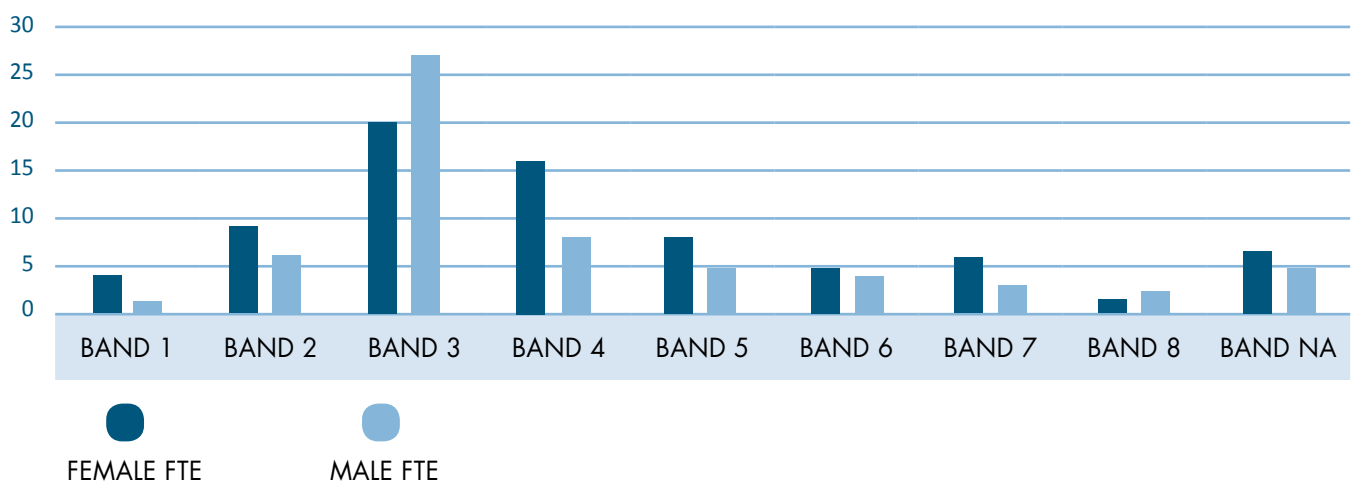
EMPLOYMENT TYPE/ GENDER	CEO FTE	CORPORATE SERVICES FTE	INFRASTRUCTURE SERVICES FTE	COMMUNITY WELLBEING FTE	STRATEGIC DEVELOPMENT FTE
PERMANENT FT – F	3	10	0	12	3
PERMANENT FT – M	1	6	46	0	5
PERMANENT PT – F	0	4.83	3.96	34.72	0
PERMANENT PT – M	0	0	1	0	0
CASUAL – F	0	0.57	0.77	0.73	2.44
CASUAL – M	0	0	1	0	2
TOTAL	4.0	21.40	51.73	47.45	12.44



A SUMMARY OF THE
NUMBER OF FULL
TIME EQUIVALENT
STAFF CATEGORISED
BY EMPLOYMENT
CLASSIFICATION AND
GENDER IS PROVIDED
BELOW.



EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL EFT
BAND 1	4.29	1	5.29
BAND 2	9.54	6	15.54
BAND 3	19.8	27	46.8
BAND 4	16.07	8	24.07
BAND 5	8.4	5	13.4
BAND 6	4.95	4	8.95
BAND 7	5.68	3	8.68
BAND 8	1	2	3
BAND N/A	6.29	5	11.29
TOTAL	76.02	61	137.02





PROFESSIONAL DEVELOPMENT

Council's workforce plays a vital role in ensuring that Council meets current and future business needs. Council is committed to continually developing and improving the skills and capacity of its staff by providing access to a range of professional development opportunities. This year a number of Council staff completed nationally recognised qualifications in areas such as Aged Care and Children's Services. A small number of staff are also working towards their Bachelor qualifications. Staff continue to attend a range of training, conference and forum opportunities to ensure currency in their field of expertise. Council also supports pathways for local students by providing work experience, scholarships and traineeships. This year Council offered a number of traineeships in the areas of Finance, Administration, Community Services and Childcare. Council's work experience programs allow students from across the municipality to experience working in a variety of Council departments. This allows young people to see the many career opportunities available in local government and also increase awareness of Council's operations.

HEALTH AND SAFETY

Council is committed to providing its employees, volunteers, contractors and visitors with a healthy and safe work environment. Council's Occupational Health and Safety Committee continued to work to make the organisation a safer place for all staff. Both elected and management representatives continued to carry out ongoing tasks and also set objectives for the next twelve months which will include working closely with the health and wellbeing team to implement the Healthy Together Victoria Achievement Program for workplaces. Council has continued its proactive approach to encourage Council staff to protect themselves and others from influenza. Council provides free vaccination against influenza to its workforce on an annual basis with 44 per cent of staff, including casual employees, taking the opportunity to be immunised against influenza in 2015/16.

The following staff professional and personal development opportunities were conducted during 2015/2016:

- 10,000 step challenge – 2015
- Take a Stand training – 2016
- Mindfulness Wellbeing and Self Care development workshop – 2016
- HALT event – 2016

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Council is committed to the principles of equal employment opportunity and will ensure that all workplace employment matters reflect this. Supported by a number of policies, new staff inductions and targeted training, Council ensures that the work environment is respectful and free from discrimination, harassment and bullying. Council is an advocate for protection of violence against women and acknowledges that violence against women is prevalent and serious in the Loddon Mallee Region.



OUR volunteers



15,510
meals
PROVIDED BY MEALS
ON WHEELS



524 hours
OF L2P MENTORING



1,864 hours
OF TRANSPORT PROVIDED



Volunteer - staffed services

GNETS

The Gannawarra Non-Emergency Transport Service transports frail, aged and disabled community members who reside in Gannawarra Shire to medical appointments in Bendigo, Echuca, Swan Hill and Shepparton. The GNET service collects clients from, and returns them to their front door. 20 dedicated volunteer drivers ensure the GNETS vehicle is available Monday to Friday every week of the year. In 2015/16, 1,864 hours of transport was provided to 238 clients.

L2P

A small group of dedicated volunteers allow Council to run the L2P program, which sees experienced drivers mentor young learner drivers. Thanks to our volunteer drivers, in 2015/16 over 30 learner drivers were involved in the L2P Program with a total of 524 driving hours completed. Seven learner drivers gained their probationary licence this year.

MEALS ON WHEELS

Our team of volunteers delivered more than 15,500 meals to clients in their homes in Kerang and Cohuna.

GATEWAY TO GANNAWARRA

The Gateway to Gannawarra Centre operates with the support of volunteers who provide advice and information to visitors on the many attractions and accommodation options within the Shire and the local produce available for purchase.





1,100 hours
PROVIDED BY 40
VOLUNTEERS AT THE
GATEWAY TO
GANNAWARRA CENTRE



GANNAWARRA PERFORMANCE

Gannawarra Shire Council's 2013-17 Council Plan outlines strategic objectives and includes indicators for monitoring progress towards these objectives over a four year period.

The four strategic priorities outlined in the Council Plan are:

- Strong and Diverse Economy
- Sustainable Environments
- Healthy Liveable Communities
- Effective Leadership and Management

Council's performance for the 2015/16 year has been reported against each strategic objective.

Performance has been measured in the following ways:

- Strategic success indicators in the Council Plan.
- Progress in relation to major initiatives identified in the Budget.
- Services funded in the Budget and people in the community these services are provided to.
- Results against the prescribed service indicators and measures



PRIORITY

1

Strong and Diverse Economy



OUR COMMITMENT: To create an environment supportive of economic growth, stability and prosperity

STRATEGIC INDICATOR

Outcome 1.1 FOCUS ECONOMIC DEVELOPMENT RESOURCES ON AREAS WHERE A COMPETITIVE ADVANTAGE EXISTS

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
1.1.1 Utilise the local environment and infrastructure for the development of large scale energy projects within the municipality	<ul style="list-style-type: none"> Large scale solar farm developed and operating 	<ul style="list-style-type: none"> Spanish solar company is investigating opportunities in the Kerang area for the development of a 25MW solar farm. A large scale feedlot proposal developed. Continued to work with landowners and investors. Discussions have occurred with developers seeking to progress a range of tourism projects.
1.1.2 Assist agricultural expansion development on land suited to intensive farming practices	<ul style="list-style-type: none"> The development of farms for horticulture, poultry and livestock projects 	<ul style="list-style-type: none"> Koondrook Wharf commenced. Cohuna RV camp site established. Project scoping with Museum Victoria on the Murray Explore project.
1.1.3 Utilise the environs of the rivers, lakes and forest for new tourism developments	<ul style="list-style-type: none"> New Tourism projects focused on key assets and locations 	<ul style="list-style-type: none"> Contributed to Loddon Mallee regional investment prospectus.
1.1.4 Provide alternative accommodation options suited to community needs	<ul style="list-style-type: none"> Development of retirement living accommodation 	

Outcome 1.2 DEVELOP AN ENTREPRENEURIAL AND CREATIVE BUSINESS CULTURE

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
1.2.1 Develop a range of business development workshops and presentations aimed at improving business skills and capacity	<ul style="list-style-type: none"> ➤ New business start-ups and expansion of existing businesses 	<ul style="list-style-type: none"> ➤ Workshops, seminars and webinars undertaken focusing on customer service, tourism, hospitality and social media. ➤ The development of round table workshops underway, targeted at businesses in Kerang and Cohuna.
1.2.2 Implement business round table workshops in Cohuna and Kerang to identify creative business development opportunities	<ul style="list-style-type: none"> ➤ Initiatives implemented to fill retail premises and start new businesses 	<ul style="list-style-type: none"> ➤ Proposals and investment documents produced and circulated to investment facilitators and interested developers.
1.2.3 Promote Council's 'innovative' approach to support the business aspirations of investors	<ul style="list-style-type: none"> ➤ New businesses, jobs and investment realised 	

Outcome 1.3 IDENTIFY, ENCOURAGE AND INCENTIVISE INWARD INVESTMENT

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
1.3.1 Work in partnership to facilitate inward investments	<ul style="list-style-type: none"> ➤ New businesses, jobs and investment realised 	<ul style="list-style-type: none"> ➤ Pre-development meetings held to support new development proposals. ➤ Working with potential purchasers of industrial land in Kerang.
1.3.2 Develop an incentive attraction policy for new business investment	<ul style="list-style-type: none"> ➤ Policy developed and implemented and new business secured 	<ul style="list-style-type: none"> ➤ Participation in a wide range of expos and workshops including Murray Regional Tourism meetings and events.
1.3.3 Utilise the many expos and events to promote the investment opportunities in the Gannawarra Shire	<ul style="list-style-type: none"> ➤ People relocating to the Gannawarra Shire for employment and business 	

Outcome 1.4 PROMOTE A PROACTIVE PLANNING ENVIRONMENT SUPPORTIVE OF NEW BUSINESS DEVELOPMENT

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
1.4.1 Provide case management services to developers of major projects	<ul style="list-style-type: none"> ➤ Major energy projects implemented 	<ul style="list-style-type: none"> ➤ Providing services to various livestock developments, large scale solar projects, Kerang and Cohuna Airport Feasibility and industrial estate developments.

Outcome 1.4 PROMOTE A PROACTIVE PLANNING ENVIRONMENT SUPPORTIVE OF NEW BUSINESS DEVELOPMENT

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
1.4.2 Facilitate the timely processing of planning applications	<ul style="list-style-type: none"> ➤ Planning applications decided upon within 60 days 	<ul style="list-style-type: none"> ➤ 29 Planning Applications processed. ➤ Zones within the Gannawarra Planning Scheme support/allow for business development.
1.4.3 Ensure that appropriate planning mechanisms are in place to support business development	<ul style="list-style-type: none"> ➤ The successful implementation of the Planning Scheme Review 	<ul style="list-style-type: none"> ➤ Response to the Victorian Government review on intensive animal industries.

Outcome 1.5 FACILITATE AND LOBBY FOR APPROPRIATE INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
1.5.1 Promote ongoing development of industrial estate subdivisions in Kerang and Cohuna	<ul style="list-style-type: none"> ➤ Allotments sold and new business commenced 	<ul style="list-style-type: none"> ➤ Nine lots within Stage 8 of Tate Drive sold. Mawsons development in the Cohuna Estate completed and two lots sold to support expansion of Pentagon Feeds.
1.5.2 Identify tourism infrastructure opportunities along the rivers and lakes that have a broad economic benefit	<ul style="list-style-type: none"> ➤ An increase in visitation derived from local operators 	<ul style="list-style-type: none"> ➤ Strategic Tourism Plan identified a range of local sites that provide development opportunities. ➤ Submission sent to Roads and Maritime Services to install pedestrian bridge when upgrading the Koondrook Barham Bridge. ➤ New amenities blocks constructed across the municipality.
1.5.3 Continue to improve existing infrastructure that will support further business development	<ul style="list-style-type: none"> ➤ Business expansion and development realised ➤ Services implemented in the Gannawarra Shire ➤ Central Business District upgrades planned and delivered 	<ul style="list-style-type: none"> ➤ Development of a boat ramp at Lake Charm, and jetty and marker buoys for Kangaroo Lake. ➤ Advanced the Murray River Adventure Trail. ➤ Received funding for the replacement of Wells Bridge. ➤ Land purchased for extension of Kerang Airport. ➤ Natural gas project commenced in Kerang. ➤ NBN works commenced for outlying rural areas. NBN is now available in Cohuna.
1.5.4 Advocate for natural gas and the National Broadband Network within the municipality		<ul style="list-style-type: none"> ➤ Cohuna Future Vision Plan, adopted by Council in December.
1.5.5 Undertake upgrades to the Central Business District streetscapes		<ul style="list-style-type: none"> ➤ Council identified the Kerang and Cohuna CBD Upgrades as one of its three priority projects for inclusion in the 2016 Loddon Mallee Region Investment Prospectus. Funding obtained for the next phase of Kerang CBD works.

Services Description

TOURISM

TO CREATE HIGH QUALITY VISITOR EXPERIENCES AND TO PROMOTE FURTHER GROWTH WITHIN THE LOCAL TOURISM INDUSTRY.

COMMUNITY FACILITIES MANAGEMENT

TO PROVIDE SAFE, CLEAN, ATTRACTIVE AND ACCESSIBLE RECREATIONAL FACILITIES WHICH FACILITATE A RANGE OF SOCIAL, RECREATIONAL AND LEISURE ACTIVITIES.



Gateway
to Gannawarra
VISITOR CENTRE

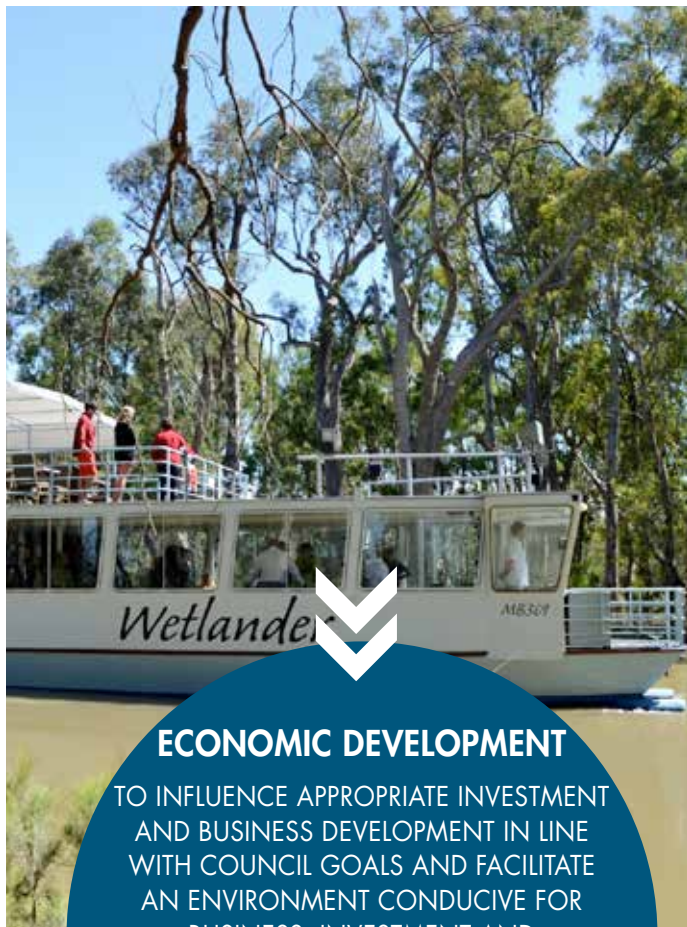
Tourism Business Agriculture Lifestyle

ECONOMIC DEVELOPMENT

TO INFLUENCE APPROPRIATE INVESTMENT AND BUSINESS DEVELOPMENT IN LINE WITH COUNCIL GOALS AND FACILITATE AN ENVIRONMENT CONDUCIVE FOR BUSINESS, INVESTMENT AND ECONOMIC GROWTH.

STRATEGIC FUTURE PLANNING

TO IDENTIFY FUTURE PROJECTS WHICH ARE LIKELY TO IMPROVE THE LIVEABILITY AND SUSTAINABILITY OF THE COMMUNITY.



PLANNING

TO PROVIDE THE STRATEGIC FRAMEWORK FOR APPROPRIATE LAND USE PLANNING, URBAN DESIGN AND DEVELOPMENT TO ACHIEVE HIGH QUALITY OUTCOMES FOR THE COMMUNITY THROUGH THE IMPLEMENTATION OF THE GANNAWARRA PLANNING SCHEME.

TO MAKE SOUND AND WELL-REASONED PLANNING DECISIONS IN ACCORDANCE WITH THE PLANNING AND ENVIRONMENT ACT AND RELEVANT LEGISLATION.



BUILDING

TO ADMINISTER AND ENFORCE BUILDING LEGISLATION TO ENSURE THAT BUILDINGS MEET RELEVANT BUILDING AND SAFETY STANDARDS FOR OWNERS, OCCUPIERS AND THE GENERAL PUBLIC.



Service Performance Indicators

STATUTORY PLANNING



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
TIMELINESS			
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	42.00	42.00	No Material Variations
SERVICE STANDARD			
Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	85.00%	93.98%	The Planning Department have implemented new processes which in turn have seen improved turn around times
SERVICE COST			
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,585.68	\$1,995.78	Since 2015, Council has implemented more accurate recording of costs
DECISION MAKING			
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	33.00%	0.00%	There were no VCAT appeals during the reporting period

The median number of days between receipt of a planning application and a decision on the application	Days	42.00
Number of planning application decisions made within 60 days	Applications	84.00
Number of planning application decisions made	Decisions	99.00
Number of planning application decisions made within 60 days (PPARS result)	%	84.85
Direct cost of the statutory planning service	\$	153,811.00
Number of planning applications received	Applications	97.00
Number of VCAT decisions that did not set aside council's decision in relation to a planning application	Decisions	1.00
Number of VCAT Council decisions in relation to planning applications	Decisions	3.00

Service Performance Indicators

ROADS



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
SATISFACTION OF USE			
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	19.84	12.77	Council has been maintaining funding levels for sealed local roads which has resulted in a decrease in requests from the community
CONDITION			
<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	97.00%	94.53%	No Material Variations
SERVICE COST			
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$25.03	\$28.90	The cost of sealed local road reconstruction has seen an increase due to construction price index and asset condition as identified in Councils Asset Management Plan
SERVICE COST			
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.45	\$4.29	The cost of sealed local road resealing has seen an increase due to construction price index and asset condition as identified in Councils Asset Management Plan
SATISFACTION			
<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]	58.00	54.00	A drop in this area is a statewide trend. GSC is still however above the state wide average and average for small rural councils

Number of sealed local road requests	Requests	99.00
Number of kilometres of sealed local roads	Kilometres	499.00
Number of kilometres of sealed local roads below the renewal intervention level set by Council	Kilometres	483.60
Number of kilometres of sealed local roads	Kilometres	499.00
Direct cost of sealed local road reconstruction	\$	280,382.00
Square metres of sealed local roads reconstructed	Square metres	11,200.00
Direct cost of sealed local road resealing	\$	760,720.00
Square metres of sealed local roads resealed	Square metres	139,583.0
Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads	Rating	58

PRIORITY

2

*Sustainable
Environments*



OUR COMMITMENT: Through our operations and advocacy, achieve outcomes which protect and enhance our environment

STRATEGIC INDICATOR

Outcome 2.1 PROMOTE INNOVATION THROUGH THE IMPLEMENTATION OF ENERGY EFFICIENT PROGRAMS AND SUPPORT FOR SUSTAINABLE ENERGY INDUSTRIES

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
2.1.1 Develop and implement energy efficient programs across Council building, building alterations and other assets	<ul style="list-style-type: none"> ➤ Demonstrable reduced reliance on energy from non-renewable sources 	<ul style="list-style-type: none"> ➤ Installation of solar tracking at Sir John Gorton Library complete. ➤ Council staff working closely with developers on key solar farm projects. ➤ 'Lighting the Regions' project completed.
2.1.2 Support and advocate for the establishment of sustainable energy industries with the Shire and region	<ul style="list-style-type: none"> ➤ Approval for renewal energy infrastructure developments 	
2.1.3 Develop and implement de-lamping and retro fitting opportunities within Council assets	<ul style="list-style-type: none"> ➤ Program of rationalised street lighting developed and implemented 	

Outcome 2.2 IN PARTNERSHIP, PROMOTE THE EFFICIENT USE OF WATER IN OUR COMMUNITY AND RAISE BROADER RECREATION AND ENVIRONMENTAL AWARENESS OF THE SHIRE WETLANDS

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
2.2.1 Introduce Water Sensitive Urban Design into the planning process to ensure new developments do not compromise water quality or have negative impacts upon the wetlands of the Shire	<ul style="list-style-type: none"> ➤ Supplementary Planning Guidance on Water Sensitive Urban Design adopted 	<ul style="list-style-type: none"> ➤ Next phase of Kerang CBD upgrade will include requirement for Water Sensitive Urban Design. ➤ Representation at meetings for the Meran Lakes Complex Environmental Water Management Plan Project Steering Committee and Kerang RAMSAR Action Plan Group.
2.2.2 Continue to develop and maintain partnerships with local water authorities and the catchment management authority	<ul style="list-style-type: none"> ➤ Evidence of partnership projects between Council and Water and Catchment Management Authorities 	<ul style="list-style-type: none"> ➤ Representation at the Kerang Lakes Bypass Project. ➤ Regular ski racing events conducted. ➤ Regular promotion of the wetlands.
2.2.3 Promote water conservation projects implemented by communities and Council	<ul style="list-style-type: none"> ➤ Water Conservation Project(s) developed and implemented 	<ul style="list-style-type: none"> ➤ Invitations sent to approx 60 recreational clubs encouraging them to visit the Gunbower Forest flooding event.
2.2.4 Advocate and promote the Shire's wetlands and use of waterways for tourism and water sports activities	<ul style="list-style-type: none"> ➤ Development of publications and signage/ interpretation promoting wetland assets 	

Outcome 2.3 TAKE ACTION TO IMPROVE WASTE MANAGEMENT PRACTICES AND ENCOURAGE RESOURCE EFFICIENCY

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
2.3.1 Partner with Regional Waste Management Group to deliver waste minimisation, reuse and recycling / composting education programs	<ul style="list-style-type: none"> ➤ Demonstrable evidence of community recycling initiatives supported by Council 	<ul style="list-style-type: none"> ➤ Continuing to support recycling of batteries, mobile phones and fluorescent tubes with drop off points at various Council centres. ➤ Green Waste Service implemented in Kerang and Cohuna. Trial service commenced in Koondrook.
2.3.2 Investigate the feasibility of providing green/organic waste bins for residential properties	<ul style="list-style-type: none"> ➤ Resource implications of organic waste recycling identified and considered by Council 	

Outcome 2.4 ADOPT APPROPRIATE PLANNING MECHANISMS TO SUPPORT SUSTAINABLE LAND USE AND DEVELOPMENT

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
2.4.1 Implement review of the Gannawarra Shire Planning Scheme, and adopt supplementary guidance which embraces sustainable design principles	<ul style="list-style-type: none"> ➤ Planning Scheme Review completed along with appropriate supplementary design guidance 	<ul style="list-style-type: none"> ➤ Gannawarra Planning Scheme review completed and incorporated into the planning scheme through Amendment C30. ➤ Innovative Farming Project development completed. ➤ Investigations continue for the Kerang – Koondrook Rail Trail, which is now identified as a priority project in the Loddon Mallee Regional Investment Prospectus.
2.4.2 Progress and participate in the North Central Catchment Management Authority Innovative Farming Project	<ul style="list-style-type: none"> ➤ Implement agreed actions from Innovative Farming Project 	<ul style="list-style-type: none"> ➤ Agreements signed for the 2015-17 Roadside Weeds and Pests Program. ➤ Council staff working with the North Central Catchment Management Authority to investigate planning mechanisms to identify flood risk.
2.4.3 Enhance Tracks and Trails Network to promote and facilitate increased recreational activity	<ul style="list-style-type: none"> ➤ Tracks and Trails Network extended on an annual basis 	
2.4.4 Improve weed and pest management practices across the Shire	<ul style="list-style-type: none"> ➤ Roadside Management Plan reviewed 	
2.4.5 Identify measures to reduce the impact of climate variability and volatility	<ul style="list-style-type: none"> ➤ Strategic town levee banks in place 	

Outcome 2.5 CONSERVE AND PROMOTE HERITAGE AND CULTURE AS DRIVERS FOR CHANGE

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
2.5.1 Increase community pride by promoting and maintaining Shire's natural and built environment.	<ul style="list-style-type: none"> ➤ Integrated Community Plan supports local heritage projects 	<ul style="list-style-type: none"> ➤ Completion of several projects including Gunbower Creek bank rehabilitation and footpath construction to enable better accessibility.
2.5.2 Develop tourism opportunities celebrating the Shire's natural and built environment	<ul style="list-style-type: none"> ➤ Promotional material developed to celebrate environmental wealth 	<ul style="list-style-type: none"> ➤ Romeo and Juliet production by Essential Theatre held in Apex Park Koondrook, sponsored by Council.

Services Description



Service Performance Indicators

WASTE COLLECTION



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
SATISFACTION			
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	16.98	35.31	Since 2015, Council has implemented more accurate recording of data. 2015 figures are deemed inaccurate
SERVICE STANDARD			
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	1.08	1.02	No Material Variations
SERVICE COST			
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$51.61	\$52.38	No Material Variations
SERVICE COST			
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$35.07	\$35.61	No Material Variations
WASTE DIVERSION			
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	33.00%	43.70%	An increase is attributed to the introduction of a permanent greenwaste service in three townships within the shire

ANIMAL MANAGEMENT



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
TIMELINESS			
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.61	No Material Variations
SERVICE STANDARD			
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	30.00%	9.75%	No Material Variations

SERVICE COST			
Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$43.04	\$35.75	The cost of the animal management service has reduced due to a reduction in animal management call outs
HEALTH AND SAFETY			
Animal management prosecutions [Number of successful animal management prosecutions]	25.00	7.00	Due to extensive campaign, compliance has increased throughout the Shire



PRIORITY

3

Healthy Liveable
Communities



OUR COMMITMENT: To protect, promote and enhance the health and wellbeing of our community

STRATEGIC INDICATOR

Outcome 3.1 LEAD THE WAY ON LOCAL PLANNING EFFORTS TO IMPROVE HEALTH AND WELLBEING OUTCOMES FOR THE COMMUNITY

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
3.1.1 Support the development and promotion of health public policy	<ul style="list-style-type: none"> ➤ Adoption and implementation of Smoke Free Zones ➤ Charter of Human Rights training for all staff 	<ul style="list-style-type: none"> ➤ Recognition of the Healthy Together Victoria Achievement Program for Workplaces and awarded under the Mental Health and Wellbeing priority area. ➤ Implementation of state wide Tobacco Reform Act to include smoke free zones.
3.1.2 Strengthen and promote a partnership approach to address health and wellbeing issues at a local level	<ul style="list-style-type: none"> ➤ Implementation of key precinct projects which reference best practice in Urban Design 	<ul style="list-style-type: none"> ➤ Participation in the Gannawarra Local Area Meeting (GLAM) Partnership, and Mallee Child and Youth Area Partnership continued. ➤ Early Years Board meetings held bi-monthly. ➤ Walk to School events were held across all primary schools across the Shire in partnership with GLAM. ➤ Continued to implement the Rural Engaging Communities in Oral Health project.
3.1.3 Work with partners and the community to identify barriers for individuals to engage in a healthy lifestyle so as to inform further work at a local level	<ul style="list-style-type: none"> ➤ Percentage of people with access to internet services at home ➤ Improved access to public dental health services 	<ul style="list-style-type: none"> ➤ Expansion of the Smiles4Miles program to include pre-schools and play groups. ➤ Adoption of the Municipal Early Years Plan. ➤ Case Study on Oral Health at Gannawarra completed. ➤ Education strategy around Tobacco Reforms supported by \$5,500 funding. ➤ Apply for DEECD Children's Capital funding for Koondrook long day care project.

Outcome 3.1 LEAD THE WAY ON LOCAL PLANNING EFFORTS TO IMPROVE HEALTH AND WELLBEING OUTCOMES FOR THE COMMUNITY

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
3.1.4 Further explore local health indicator data and advocate to overcome areas of disadvantage	<ul style="list-style-type: none"> ➤ Meet targets for Universal Access to early childhood education 	<ul style="list-style-type: none"> ➤ Playgroups Action and Implementation Plan developed. ➤ Five kindergartens awarded under Smiles 4 Miles Program. ➤ Work with Loddon Mallee Women's Health on Violence Prevention - It's Everybody's Business forum.
3.1.5 Take a leadership role in improving education and life-long learning opportunities within the Shire	<ul style="list-style-type: none"> ➤ Percentage of people with educational qualifications 	<ul style="list-style-type: none"> ➤ NAIDOC Week events held which included unveiling of Shields and Spears Sculptures in Apex Park Koondrook. ➤ Partnership Agreement signed. ➤ Smiles4Miles Packs distributed to 4 year old pre-schoolers and playgroups. ➤ Fluoride report to Council and letter to Minister for Health advocating for fluoridation of Cohuna township water supply.

Outcome 3.2 OUR COMMUNITY HAS ACCESS TO A RANGE OF FACILITIES AND OPPORTUNITIES THAT PROMOTE ACTIVE LIFESTYLES

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
3.2.1 Configure and promote our services as being accessible and relevant to our community, mindful of its prevailing demographic characteristics	<ul style="list-style-type: none"> ➤ Average reported 'wellbeing' score ➤ Percentage of people attending arts activities or events 	<ul style="list-style-type: none"> ➤ Kerang Splash Park project received funding. ➤ Cohuna Civic Centre redevelopment. ➤ HALT events held Kerang Men's Shed, Kerang Autopro, Hall's Hardware, Kerang Depot. ➤ Mums and Bubs Swimming Lessons commenced May 2016 in the Warm Water Pool. ➤ Dairy milk price reduced end April 2016 - estimated to cost \$25M to Gannawarra economy.
3.2.2 Create liveable environments and inspiring public places that value-add to the tourism and lifestyle appeal of the area	<ul style="list-style-type: none"> ➤ Gannawarra library service membership numbers 	<ul style="list-style-type: none"> ➤ 1,368 active library members. ➤ 100 children participated in the Gannawarra library Service inaugural Summer Reading Challenge.
3.2.3 Continue to strengthen library services and cultural opportunities	<ul style="list-style-type: none"> ➤ Number of and attendance at art and culture exhibitions 	<ul style="list-style-type: none"> ➤ Community Reading Day held in Cohuna. ➤ Books on Wheels program commenced. ➤ Toy library incorporated into Gannawarra Children's Centre.

Outcome 3.3 OUR COMMUNITY FEELS SUPPORTED TO MAKE DECISIONS THAT HELP THEM DETERMINE THEIR OWN HEALTH AND WELLBEING

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
3.3.1 Promote healthy lifestyles-particularly focused on nutrition, physical activity and mental health and wellbeing and be actively engaged in initiatives that support healthy lifestyle choices	<ul style="list-style-type: none"> ➤ Percentage of people who meet the physical activity guidelines ➤ Percentage of people who eat the recommended daily fruit and vegetable intake ➤ Percentage of people participating in organised sports 	<ul style="list-style-type: none"> ➤ Gannawarra Shire Council supported the Cohuna Blue September Father's Day fun run. ➤ Quambatook Men's Shed opened July 2015. ➤ Staff presented on the Gannawarra Healthy Together Victoria Achievement Program for workplaces. ➤ Involvement in World Elder Abuse Awareness Day. ➤ Continued participation in the Southern Mallee Primary Care Partnership to improve service coordination. ➤ Participated in 10,000 Step Challenge.
3.3.2 Work in partnership to address the growing prevalence of chronic disease	<ul style="list-style-type: none"> ➤ Rates of childhood obesity 	<ul style="list-style-type: none"> ➤ 2015 Gannawarra VicHealth Walk to School program rolled out in partnership with GLAM. 11 schools participated. ➤ Ride2School project with schools and launched as part of Walk to School program in October.
3.3.3 Work in partnership to improve service coordination and management of those diagnosed with a chronic disease		



Outcome 3.4 OUR COMMUNITY FEELS THAT THEY CAN CONTRIBUTE TO COMMUNITY DECISION MAKING PROCESSES

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
3.4.1 Encourage supportive and inclusive communities and involvement in planning and decision making	<ul style="list-style-type: none"> Percentage of people who can get help from friends, family or neighbours when they need it Percentage of people who participate in citizen engagement 	<ul style="list-style-type: none"> Staff presented to the Rural Social Inclusion Framework local workshop. Supported My Time support group to host a forum by Jim Crawford, behaviour consultant. Delivered the 2015 Seniors Festival. Volunteers information session held in Kerang in partnership with Kerang District Health, and contributions from NDCHS, Vic Police, SES, and Lions Club.
3.4.2 Promote, support and acknowledge volunteers and the community values of resourcefulness, innovation and creativity	<ul style="list-style-type: none"> Financial support towards health and wellbeing initiatives through Council's grants program Integrated Community Plan adopted by Council 	<ul style="list-style-type: none"> Youth council meetings held each term, and an after hours meeting each term. Youth Council attended Halogen Foundation's Young Leaders Day in Melbourne.
3.4.3 Continue to expand youth leadership and engagement opportunities		

Outcome 3.5 OUR COMMUNITY FEELS SAFE AND IS PREPARED FOR AN EMERGENCY EVENT

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
3.5.1 Develop and maintain safe environments	<ul style="list-style-type: none"> Percentage of people who feel safe on the street after dark 	<ul style="list-style-type: none"> Design of the Quambatook Flood Mitigation Project commenced. Replacement and upgrade of the Hayman Lane pump complete.
3.5.2 Support resilience in communities and preparedness for emergency events	<ul style="list-style-type: none"> Participation at resilient network activities and events 	<ul style="list-style-type: none"> Continue to provide opportunity for Flood Information Officers to have input into the Flood Emergency Plan. Representation and input provided in the Regional Flood Mapping Project by the NCCMA.
3.5.3 Implement Victorian Emergency Management reforms as they relate to local government		<ul style="list-style-type: none"> Continued to implement Emergency Management related change through Gannawarra committee structures, plans and arrangements. Blue Green Algae warnings were present during April/May/June 2016. Gannawarra Community Resilience Network formed and Community Support Action Plan developed.

Services Description

HEALTH PROMOTION

COUNCIL SEEKS TO PROTECT, IMPROVE AND PROMOTE PUBLIC HEALTH AND WELLBEING BY CREATING AN ENVIRONMENT WHICH SUPPORTS THE HEALTH OF MEMBERS OF THE LOCAL COMMUNITY AND STRENGTHENS THE CAPACITY OF THE COMMUNITY AND INDIVIDUALS TO ACHIEVE BETTER HEALTH.

THE MAJORITY OF SERVICES DELIVERED UNDER HEALTH PROMOTION ARE DONE IN PARTNERSHIP WITH THE GANNAWARRA LOCAL AGENCY MEETING (GLAM), INCLUDING COUNCIL, NDCHS, COHUNA HOSPITAL, KERANG DISTRICT HEALTH, VIC POL, MALLEE DISTRICT ABORIGINAL SERVICE AND SUPPORTED BY THE SOUTHERN MALLEE PRIMARY CARE PARTNERSHIP.



CHILDREN'S SERVICES

THERE ARE A RANGE OF SERVICES, PROGRAMS AND ACTIVITIES WITHIN THE GANNAWARRA SHIRE CHILDREN'S SERVICES THAT PROVIDE SUPPORT TO FAMILIES WITH THE GROWTH AND DEVELOPMENT OF THEIR CHILDREN. THIS INCLUDES KINDERGARTEN PROGRAMS, LONG DAY CARE, FAMILY DAY CARE AND TOY LIBRARY. THE SERVICES ARE LICENSED BY THE DEPARTMENT OF EDUCATION AND TRAINING (DET) AND ARE REGISTERED WITH THE AUSTRALIAN CHILDREN'S EDUCATION AND CARE QUALITY AUTHORITY (ACECQA).



ENVIRONMENTAL HEALTH

Under the Public Health and Wellbeing Act 2008, the function of Council is to seek to Protect, Improve and Promote public health and wellbeing by creating an environment which supports the health of members of the local community and strengthens the capacity of the community and individuals to achieve better health. Environmental Health Officers are appointed under the Act to fulfil this function.

The health protection role includes environmental health, infectious disease prevention and control, immunisation, food safety, septic tanks, environment protection and emergency response. A range of legislation is administered and enforced by Environmental Health Officers to protect health and wellbeing.



PARTNERSHIPS

Community Wellbeing has developed strategic partnerships with the community, service providers and funders so that we are able to deliver on the following strategic plans:

- Council Plan which incorporates the Municipal Health and Wellbeing Plan 2013-2017
- Children and Youth Strategy 2016-2020
- Positive Ageing Strategy 2016 - 2020
- Early Year Plan 2015 - 2018
- Creative Arts and Activation Plan 2016-2020



ARTS AND CULTURE

COUNCIL'S ARTS AND CULTURE AIMS TO COORDINATE ARTS AND CULTURE EVENTS IN THE SHIRE, MANAGES COUNCIL'S ARTWORK COLLECTION, COORDINATES ART SHOWS AND EXHIBITIONS AND SEEKS FUNDING OPPORTUNITIES FOR ARTS AND CULTURE EVENTS AND PROGRAMS.



MATERNAL AND CHILD HEALTH

The Maternal and Child Health Service is a free universal primary care service for families with children from birth to school age. The universal service is provided under a Memorandum of Understanding with the Municipal Association of Victoria and the Department of Education and Early Childhood Development.

Along with key assessment criteria, nurses offer advice, support and information on a range of issues such as child health and development, feeding and nutrition, parenting, maternal and emotional wellbeing, oral health, sleep and settling difficulties, family planning, child accident and injury prevention and immunisation.

Extra visits are available for families with additional needs such as those with premature babies, twins or other challenging situations.

Nurses offer critical support to all families and refer families and children on to specialist assistance. They are also key front line primary health staff dealing with vulnerable children and families experiencing for example family violence, drug and alcohol addictions, gambling, mental health and disability.

COMMUNITY CARE

COUNCIL HAS PROVIDED SERVICES TO SUPPORT OLDER PEOPLE AND PEOPLE WITH A DISABILITY SINCE 1985.

COMMUNITY CARE SERVICES AIMS TO MAINTAIN OR INCREASE INDEPENDENCE BY FOCUSING ON EACH CLIENT'S CAPACITY. OUR SERVICE CATERS FOR FRAIL OLDER PEOPLE, PEOPLE OF ANY AGE WITH A DISABILITY AND THEIR CARERS.

COUNCIL HAS INVESTED IN TRAINING STAFF AND ALL STAFF ARE QUALIFIED TO PROVIDE SUPPORT TO PEOPLE WANTING TO REMAIN INDEPENDENTLY LIVING AT HOME FOR AS LONG AS POSSIBLE.

LIBRARIES

TO PROVIDE HIGH QUALITY LIBRARY AND INFORMATION SERVICE TO THE GANNAWARRA COMMUNITY. THE LIBRARY SERVICE AIMS TO SUPPORT INFORMATION, RECREATION AND LIFELONG LEARNING FOR RESIDENTS OF ALL AGES.

THE LIBRARY SERVICE IS PART OF THE SWIFT CONSORTIA, A COOPERATIVE NETWORK OF PUBLIC LIBRARY SERVICES WHO SHARE THE ONE INTEGRATED LIBRARY MANAGEMENT SYSTEM (ILMS) AND BIBLIOGRAPHIC DATABASE, ENABLING THE COST EFFECTIVE IMPLEMENTATION OF INNOVATIVE TECHNOLOGIES AND THE EFFICIENT SHARING OF RESOURCES TO THE BENEFIT OF LIBRARY PATRONS AND COMMUNITIES.





YOUTH SERVICES

COUNCIL IS COMMITTED TO ENSURING THAT YOUNG PEOPLE HAVE A VOICE IN THE LEADERSHIP OF THE SHIRE. YOUTH COUNCIL HAS BEEN THE VEHICLE FOR THIS ENGAGEMENT AND HAS BEEN A SUCCESSFUL PROGRAM FOR MANY YEARS

VOLUNTEERS

Volunteers are an essential part of supporting our community to thrive, stay connected and learn new skills. In Gannawarra we are grateful to have a strong commitment to volunteering, which is reflected in the large number of community members who volunteer.

Council currently offers five volunteer programs including Meals on Wheels, Gannawarra Non-Emergency Transport Service (GNETS), L2P Driver Mentor Program, Gateway to Gannawarra Visitor Centre and Books on Wheels.

Community Care Services currently manages a volunteer register consisting of 326 volunteers across all programs. A number of Volunteers offer their time over multiple programs within Council.

Council receives funding from the Commonwealth Government for Volunteer Coordination to manage volunteer recruitment, retention, support, training and education



Service Performance Indicators

AQUATIC FACILITIES



SERVICE/indicator/measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
SATISFACTION			
User satisfaction with aquatic facilities (optional) [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	
SERVICE STANDARD			
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.33	1.00	Each aquatic facility received one inspection by an authorised officer with results showing three facilities with four inspections in the 2014/15 year
HEALTH AND SAFETY			
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	0.00	No Material Variations
SERVICE COST			
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$16.87	\$20.43	Council's only indoor facility is a small exercise pool with limited capacity at one time. Council commenced a trial of increased opening hours providing a focus on the health and wellbeing of the community
SERVICE COST			
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$17.40	\$13.82	Running costs declined due to increased patronage and decrease in wages due to restructure
UTILISATION			
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	2.16	2.72	Higher visitation to pools due to increased publicity
Number of authorised officer inspections of Council aquatic facilities		Inspections	4.00
Number of Council aquatic facilities		Facilities	3.00
Number of WorkSafe reportable aquatic facility safety incidents		Incidents	0.00
Direct cost of indoor aquatic facilities less income received		\$	50,839.60
Number of visits to indoor aquatic facilities		Visits	3,014.00
Direct cost of outdoor aquatic facilities less income received		\$	329,200.14
Number of visits to outdoor aquatic facilities		Visits	18,917.00
Number of visits to aquatic facilities		Visits	21,931.00
Municipal population		People	10,145.00



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
TIMELINESS			
<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]	0.00	10.00	No Material Variations
SERVICE STANDARD			
<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	89.00%	88.89%	No Material Variations
SERVICE COST			
<i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$0.00	\$65.81	State Government increased the unit price without increasing the funding amount for the service which lowered our target hours. There was an expectation that each council would commit to the same level of service being provided prior to the unit price increase causing council to become over budget in this service area. Therefore the funding received and client fees received did not reflect a true cost per unit for this service.
SERVICE COST			
<i>Cost of personal care service</i> [Cost of the personal care service / Hours of personal care service provided]	\$0.00	\$38.67	Unexpected increase of recurrent funding in this service area meant that we were delivering under target therefore not giving a true cost per unit for this service. Our expenses did not level out with the funding received plus the bulk increase payment.
SERVICE COST			
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service provided]	\$0.00	\$53.81	No Material Variations
PARTICIPATION			
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	51.00%	54.50%	Greater promotion of HACC services has seen an increase in client intake.
PARTICIPATION			
<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	17.00%	15.73%	No Material Variations



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
UTILISATION			
Library collection usage [Number of library collection item loans / Number of library collection items]	1.68	1.75	No Material Variations
RESOURCE STANDARD			
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	34.00%	39.16%	The current collection is ageing however Council has allocated additional funding for new books as well as a removal program for old and unused resources.
SERVICE COST			
Cost of library service [Direct cost of the library service / Number of visits]	\$5.98	\$6.62	An increase in the Library Service cost is due to the implementation of the 'shelf ready' process
PARTICIPATION			
Active library members [Number of active library members / Municipal population] x100	13.00%	19.45%	Active Library members increase is a result of the summer reading program

Number of library collection item loans	Loans	82,609.00
Number of library collection items	Items	49,115.00
Number of library collection items purchased in the last 5 years	Items	16,472.00
Number of library collection items	Items	49,115.00
Direct cost of the library service	\$	516,992.58
Number of visits to the library	Visits	86,521.00
Number of active library members	Members	1,368.00
Municipal population	People	10,145.00



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
SATISFACTION			
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	100.00%	101.80%	No Material Variations
SERVICE STANDARD			
<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	100.00%	93.69%	No Material Variations
SERVICE COST			
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$70.17	No Material Variations
PARTICIPATION			
<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	73.00%	79.19%	No Material Variations
PARTICIPATION			
<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	59.00%	69.49%	Participation by Aboriginal children has increased due to a strengthened partnership between Gannawarra Shire Council and MDAS as well as actively working with associated families



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
TIMELINESS			
<i>Time taken to action food complaints</i>	0.00	1.00	No Material Variations
[Number of days between receipt and first response action for all food complaints / Number of food complaints]			
SERVICE STANDARD			
<i>Food safety assessments</i>	82.00%	88.73%	No Material Variations
[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			
SERVICE COST			
<i>Cost of food safety service</i>	\$406.99	\$280.80	Since 2015, Council has implemented more accurate recording of costs
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]			
HEALTH AND SAFETY			
<i>Critical and major non-compliance outcome notifications</i>	100.00%	100.00%	No Material Variations
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100			

PRIORITY

4

*Effective
Leadership and
Management*



OUR COMMITMENT: To ensure responsible management of Council's resources through effective and transparent governance, visionary leadership and full accountability

STRATEGIC INDICATOR

Outcome 4.1 COUNCIL WILL CONTINUE TO BE RECOGNISED FOR ITS ADVOCACY, PARTNERSHIPS AND LEADERSHIP FOR THE BENEFIT OF THE COMMUNITY

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
4.1.1 Develop and remain actively involved in key partnerships at a local, regional and state level	<ul style="list-style-type: none"> ➤ Achieve above average score for leadership and advocacy in Community Satisfaction Survey 	<ul style="list-style-type: none"> ➤ Railing Ahead partnership successfully transpired the result of the passenger rail survey into an advocacy document that was presented to Local Members and Ministers. ➤ Council's Advocacy Plan document completed.
4.1.2 Advocate on the Shire's behalf on issues relevant to the Shire	<ul style="list-style-type: none"> ➤ Demonstrated evidence of Council involvement in regional partnerships 	<ul style="list-style-type: none"> ➤ Council's Advocacy Plan and Council Plan provide a strong vision for our future. Council continues to act on behalf of the community in forums including Murray River Group of Councils and Murray Regional Tourism.
4.1.3 Council has a clearly articulated vision for the future and will display leadership in matters of community interest, where appropriate	<ul style="list-style-type: none"> ➤ Adoption of Integrated Community Plan 	

Outcome 4.2 OUR COMMUNITY HAS ACCESS TO INFORMATION, IS KEPT INFORMED AND HAS THE OPPORTUNITY TO PARTICIPATE IN THE DECISION MAKING PROCESS

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
4.2.1 Improve opportunities for community members to engage with Council	<ul style="list-style-type: none"> ➤ Achieve Customer Service Charter Targets 	<ul style="list-style-type: none"> ➤ Continued to communicate to residents through a range of platforms including the Gannawarra News, social media, issuing media releases and radio advertising. ➤ 2016 Council election Communication Plan includes print media and social media platforms to deliver timely messages to Councillors, candidates, community and Council staff.
4.2.2 Identify and maintain systems and processes that will allow up to date information about Council to be easily accessed by the Community	<ul style="list-style-type: none"> ➤ Community Satisfaction Survey results ➤ Number of Gannawarra News produced 	<ul style="list-style-type: none"> ➤ Community members have opportunity to ask questions of Council at monthly Ordinary Council Meetings. ➤ New Council website launched which will enable the community to easily access current Council information.
4.2.3 Transform Council into a customer-focused solutions based organisation	<ul style="list-style-type: none"> ➤ Demonstrate support at community meetings and events 	<ul style="list-style-type: none"> ➤ Continued quarterly reporting against the Customer Service Charter.

Outcome 4.3 COUNCIL MAXIMISES ITS FINANCIAL CAPABILITY WHILST PAYING CLOSE ATTENTION TO RISK FACTORS AND STATUTORY REQUIREMENTS

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
4.3.1 Implement responsible financial and risk management processes	<ul style="list-style-type: none"> ➤ Completion of all statutory financial reports in line with regulatory requirements 	<ul style="list-style-type: none"> ➤ Financial risk and management of perceived risk is under constant review by Council officers. Council's internal auditors (AFS & Associates) finalised the audit plan for the coming three years and have completed reviews of aquatic facilities operations, business continuity and disaster recovery and asset management and Capital Expenditure.
4.3.2 Deliver efficiency gains through continuous improvement initiatives	<ul style="list-style-type: none"> ➤ Plans developed to identify cost and efficiency gains 	<ul style="list-style-type: none"> ➤ 100% of statutory reporting timelines met including budget, Annual Report, R2R and grants commission returns. ➤ Continuous monitoring of strategic assets to ensure Council is not retaining assets that are no longer fit for purpose or are surplus to Council's requirements. ➤ Risk Framework developed, including testing of new risk likelihood and consequence descriptors and risk matrix. ➤ Council's risk policy reviewed and presented to Council for endorsement.

Outcome 4.3 COUNCIL MAXIMISES ITS FINANCIAL CAPABILITY WHILST PAYING CLOSE ATTENTION TO RISK FACTORS AND STATUTORY REQUIREMENTS

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
4.3.3 Embed sound governance processes throughout the organisation to ensure consistent and accountable decision-making	<ul style="list-style-type: none"> ➤ Council policies framework reviewed ➤ Reduction of Asset Renewal Gap 	<ul style="list-style-type: none"> ➤ Council's new Business Continuity Plan tested, updated and endorsed. ➤ Council delegations and authorisations periodically reviewed considering changes to legislation and organisational structure. ➤ Council officers have identified gains through continuous improvement initiatives. ➤ Progress made on review of Council Business Continuity Management including development of a new Business Continuity Plan and department Sub-plans. ➤ Assets identified for sale have been managed through best practice processes <ul style="list-style-type: none"> o Lalbert depot shed o Kerang Swimming pool shade structure o Normanville Hall o Mystic Park Recreation Reserve ➤ Business system upgrade to facilitate continuous improvement.

Outcome 4.4 AN ORGANISATIONAL CULTURE THAT PROMOTES STAFF DEVELOPMENT AND WELLBEING, RECOGNISES ACHIEVEMENTS AND CELEBRATES SUCCESSES

OBJECTIVES	SUCCESS INDICATORS	OUTCOMES/ACHIEVEMENTS
4.4.1 Continue to develop and build an inclusive, collaborative and innovative organisational culture that strives for the best outcomes in the community	<ul style="list-style-type: none"> ➤ Achieve staff satisfaction level above the average of similar Council's 	<ul style="list-style-type: none"> ➤ Participation in the Healthy Together Victoria workplace program. ➤ Continued improvement on internal communications to ensure maximum staff engagement. Recent introduction of Councillor in the Loop also provides a source of communication through the management team. ➤ Continued to support traineeships with trainees employed within Financial Services, Infrastructure, Children's Centre, and Community Care.
4.4.2 Research and implement new methods of further enhancing internal communication within the organisation	<ul style="list-style-type: none"> ➤ Annual staff survey ➤ Number of methods used for internal communication 	
4.4.3 Invest in our staff and maintain an organisation structure that meets the service needs of the community	<ul style="list-style-type: none"> ➤ Increased participation in Work Health Checks 	

Services Description

FRONTLINE CUSTOMER SERVICE

Council's Frontline Customer Service are the first point of customer contact for our residents, stakeholders and general community. Council's customer service staff handle a variety of queries on a daily basis including general customer enquiries, revenue collection and receipting, facility hire services, office supply orders and manage postage collection and dispatch. It is an expectation of the community that our customer service staff have excellent knowledge and service skills, prompt, efficient courteous service and execute confidentiality where required. Our customer service staff took over 18,500 enquiries during 2015/16.

FINANCE

To provide in-house professional, technical and expert financial services that result in promoting financial sustainability and comply with all regulatory standards and authorities' requirements.



COMMUNITY ENGAGEMENT, GRANTS AND MEDIA

TO PROMOTE AND MANAGE COUNCIL'S IMAGE AND REPUTATION.

TO EFFECTIVELY MANAGE INFORMATION FLOW BETWEEN COUNCIL, THE COMMUNITY AND OTHER RELEVANT STAKEHOLDERS IN WAYS THAT REFLECT AND SUPPORT COUNCIL'S KEY STRATEGIC DOCUMENTS.

TO INFORM THE COMMUNITY OF COUNCIL'S PROJECTS, PROGRAMS AND DECISIONS THROUGH APPROPRIATE AND ACCESSIBLE MEDIUMS.





GOVERNANCE

TO LEAD THE ORGANISATION IN GOOD GOVERNANCE PRACTICES THROUGH ESTABLISHING AND MAINTAINING STANDARDS OF CONDUCT AND ADMINISTRATION.

TO SUPPORT COUNCIL'S PARTICIPATORY DEMOCRACY FUNCTION THROUGH FACILITATION OF OPEN AND TRANSPARENT DECISION-MAKING.

TO INFORM COUNCIL AND MANAGEMENT OF THEIR ROLES AND RESPONSIBILITIES IN ORDER TO DELIVER THE BEST POSSIBLE OUTCOMES FOR THE COMMUNITY

HUMAN RESOURCES

HUMAN RESOURCES (HR) ACTS AS A BUSINESS PARTNER TO ALL AREAS OF COUNCIL BY PROVIDING SERVICES THAT ENABLE THE ORGANISATION TO ACHIEVE ITS BUSINESS OBJECTIVES THROUGH ITS STAFF. HR SERVICES ENSURE THAT THERE ARE THE RIGHT NUMBER OF STAFF, WITH THE RIGHT SKILLS, THE RIGHT VALUES AND BEHAVIOURS, TO ENABLE BUSINESS OBJECTIVES TO BE MET. AS PART OF THIS, HR ENSURES THAT ALL RELEVANT EMPLOYMENT LAWS ARE ADHERED TO AND THAT RISKS ASSOCIATED WITH THE EMPLOYMENT RELATIONSHIP ARE CONTROLLED. HR PLAYS AN EQUAL ROLE IN ENSURING THAT THE BUSINESS IS ABLE TO ACHIEVE ITS OBJECTIVES THROUGH ITS STAFF AND THAT THOSE STAFF ARE TREATED FAIRLY AND IN ACCORDANCE WITH THE LAW AND COUNCIL POLICIES





MUNICIPAL EMERGENCY MANAGEMENT

TO ENSURE COMPLIANCE WITH STATUTORY
LOCAL GOVERNMENT EMERGENCY
MANAGEMENT OBLIGATIONS.

TO ENSURE APPROPRIATE PLANS, PROCESSES
AND ARRANGEMENTS ARE IN PLACE TO
ASSIST COUNCIL IN SUPPORTING EMERGENCY
RESPONSE ACTIVITIES AND TO FULFIL
ITS EMERGENCY RELIEF AND RECOVERY
OBLIGATIONS



ADVOCACY

Gannawarra Shire Council is committed to sustainably developing its community by building a strong economy, a vibrant tourism sector, ensuring the provision of high quality services and facilities and developing stronger connections to the wider community through digital and physical infrastructure. To achieve our vision we need to advocate on behalf of our community to key decision-makers. Working in partnership with the Victorian and Federal Government, as well as community groups and other agencies, is critically important for Gannawarra Shire Council to successfully deliver improved outcomes to its community. Funding and support from government and agencies allows Council to progress its key projects and continue to deliver high-quality services.

IT MANAGEMENT

To provide a technological platform and resources for directorates, enabling them to perform their duties and provide services to the shire.

STRATEGIC ASSET MANAGEMENT

The purpose of this service is to ensure that Council has the infrastructure in place to meet the needs of all other services delivered by Council as well as have oversight of the Capital Works program.



RECORDS MANAGEMENT

RECORDS MANAGEMENT IS THE MANAGEMENT OF RECORDS DURING THEIR 'LIFE CYCLE' INCLUDING CREATION, MAINTENANCE, CONTROL, STORAGE, RETRIEVAL, DISSEMINATION AND DISPOSITION. THE DOCUMENTING OF INFORMATION CONTAINED IN COUNCIL RECORDS IS REQUIRED TO ENABLE EFFICIENT RETRIEVAL OF INFORMATION AND THE COMPILATION OF AN ACCURATE AND PERMANENT ACCOUNT OF ALL COUNCIL EVENTS AND TRANSACTIONS



AUDIT COMMITTEE

THE AUDIT COMMITTEE IS ESTABLISHED UNDER THE LOCAL GOVERNMENT ACT 1989 AS AN ADVISORY COMMITTEE TO THE COUNCIL. IT PLAYS A KEY ROLE IN ASSISTING COUNCIL TO FULFIL ITS GOVERNANCE AND FINANCIAL MANAGEMENT RESPONSIBILITIES, ETHICAL PRACTICES AND ACCOUNTABILITY REQUIREMENTS

Service Performance Indicators

GOVERNANCE



SERVICE/ <i>indicator</i> /measure	2015	2016	MATERIAL VARIATIONS AND COMMENTS
TRANSPARENCY			
Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	7.00%	9.26%	The result for this measure shows an increase in decisions made at meetings closed to the public due to a higher number of contractual items requiring decision from Council
CONSULTATION AND ENGAGEMENT			
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	65.00	60.00	A drop in this area is a statewide trend. GSC is still however above the state wide average and average for small rural councils
ATTENDANCE			
Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	96.00%	94.29%	No Material Variations
SERVICE COST			
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$36,615.37	\$41,837.50	Cost of the Governance Service has increased due to increase in Councillors allowance and new software
SATISFACTION			
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	64.00	59.00	A drop in this area is a statewide trend. GSC is still however above the state wide average and average for small rural councils

COMMUNITY SATISFACTION

2016 Community Satisfaction Survey

The Community Satisfaction Survey is undertaken annually by independent market research consultancy JWS Research coordinated by the Department of Environment, Land, Water and Planning on behalf of Victorian Councils. Gannawarra Shire Council has participated in this survey for the last 19 years.



Our Core Performance

	2015	2016		
PERFORMANCE MEASURES	GANNAWARRA SHIRE	GANNAWARRA SHIRE	SMALL RURAL SHIRES	STATE-WIDE
Overall Performance	68	63	57	59
Community Consultation (Community Consultation and Engagement)	65	60	55	54
Advocacy (Lobbying on behalf of the community)	62	57	54	53
Customer Service	78	73	69	69
Overall Council Direction	64	54	50	51

CUSTOMER SERVICE CHARTER

- Meeting Our Targets

Gannawarra Shire Council is committed to providing a high level of Customer Service to individuals and organisations. Council's Customer Service Charter outlines the standards that you can expect, how you can measure whether Council is achieving the specified standards, and the rights and obligations you have when using Council services.

**Standards are measured
in the areas of:**

- Building and Planning
- Community Care Services
- Community Engagement
- Community Sustainability
- Continuous Improvement
- Customer Service – Frontline
- Infrastructure Services
- Environmental Health
- Finance
- General Service
- Governance
- Human Resources
- Local Laws

OVERALL
ACHIEVEMENT
AGAINST
STANDARDS



2015/16
94.52%
OF TARGETS MET

2014/15
98.17%
OF TARGETS MET

2013/14
92.2%
OF TARGETS MET



SHIRE GOVERNANCE





CORPORATE GOVERNANCE

Gannawarra 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 when making decisions
- Providing leadership by establishing strategic objectives and monitoring their achievement
- Ensuring Council 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.

For Council to function effectively and to meet all legislative and regulatory requirements, a strong focus on corporate governance is required. Council does this through a range of methods including; adhering to a Code of Conduct, creating annual Budgets and Annual Reports, reporting

against the Council Plan, engaging with the community, managing risk, operating an audit committee and reporting our progress against a number of acts which govern Council's operation.

The community is given opportunity to provide input into Council's decision making processes through community consultation, public forums and making submissions on draft strategies and plans.

Council's formal decision making processes are conducted through Council meetings. Council delegates the day-to-day operating activities to Council staff.

COUNCIL MEETINGS

Council conducts open public meetings on the third Wednesday of the month. Meetings from May to September commence at 5.30pm, meetings from October to April commence at 7pm. The majority of meetings are held in the Council Chambers, Kerang, however three meetings through the year are held in Cohuna and Koondrook.

COUNCILLOR SUPPORT

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 entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors.

For the period 1 July 2015 to 30 June 2016, the Councillor annual allowance for Gannawarra Shire Councillors was fixed at \$19,350 per annum and the allowance for the Mayor was \$57,812 per annum. These allowances were effective from 1 December 2015. The Mayor and Councillors have the option to be provided with internet access, a mobile telephone and a tablet device. All Councillors have access to a computer, printer and fax machine at Council's offices. The Mayor is also provided with a vehicle.

Councillor Meeting Attendance

COUNCILLOR	ORDINARY COUNCIL MEETINGS	SPECIAL COUNCIL MEETINGS	STATUTORY COUNCIL MEETINGS
Cr Neville Goulding	12 out of 12	1 out of 2	1 out of 1
Cr Lorraine Learmonth	12 out of 12	2 out of 2	1 out of 1
Cr Neil Gannon	11 out of 12	2 out of 2	1 out of 1
Cr Keith den Houting	11 out of 12	2 out of 2	1 out of 1
Cr Brian Gibson	10 out of 12	1 out of 2	1 out of 1
Cr Mark Arians	12 out of 12	2 out of 2	1 out of 1
Cr Oscar Aertssen	12 out of 12	2 out of 2	1 out of 1

Councillor Portfolios and Committees

COUNCILLOR PORTFOLIOS AS SET AT 30 JUNE 2016

COUNCILLOR	PORTFOLIOS	COMMITTEES
Cr Neville Goulding	Waste, renewable energy	<ul style="list-style-type: none"> › Loddon Mallee Waste and Resource Recovery Group › Central Victorian Greenhouse Alliance › Asset Naming Committee › Mystic Park Cemetery Trust › Wakool/Gannawarra Planning Committee › Road Focus Group
Cr Oscar Aertssen	Youth, education, library, early years	<ul style="list-style-type: none"> › Gannawarra Youth Council › Murray Mallee Local Learning and Employment Network › Asset Naming Committee › Mystic Park Cemetery Trust › Road Focus Group › Gannawarra/Wakool Planning Committee
Cr Neil Gannon	Tourism	<ul style="list-style-type: none"> › Asset Naming Committee › Mystic Park Cemetery Trust › Road Focus Group › Wakool/Gannawarra Planning Committee

Councillor Portfolios and Committees

Councillor Portfolios as set at 30 June 2016

COUNCILLOR	PORTFOLIOS	COMMITTEES
Cr Keith den Houting	Environment, planning and building and water	<ul style="list-style-type: none"> › NCCMA Community Reference Group › MAV Environment Committee › Murray Darling Association › Wakool/Gannawarra Planning Committee › Audit Committee › Asset Naming Committee › Mystic Park Cemetery Trust › Road Focus Group
Cr Brian Gibson	Youth, education, library, early years	<ul style="list-style-type: none"> › Gannawarra Youth Council › Murray Mallee Local Learning and Employment Network › Asset Naming Committee › Mystic Park Cemetery Trust › Road Focus Group › Gannawarra/Wakool Planning Committee
Cr Neil Gannon	Emergency management, asset management, finance and risk management	<ul style="list-style-type: none"> › MAV Transport and Infrastructure Committee › MAV Emergency Management Committee › Asset Naming Committee › Mystic Park Cemetery Trust › Municipal Fire Prevention Committee › Gannawarra/Wakool Planning Committee › Road Focus Group
Cr Mark Arians	Agriculture, communications, transport	<ul style="list-style-type: none"> › Asset Naming Committee › Mystic Park Cemetery Trust › Kerang Progress Association › Gannawarra/ Wakool Planning Committee › Road Focus Group
Cr Lorraine Learmonth	Education, seniors, heritage and culture, arts and culture, health promotion	<ul style="list-style-type: none"> › Campaspe Cohuna Local Learning and Employment Network › Seniors Focus Group › Cohuna ECA Centre › MAV Arts and Culture Committee › Murray River Group of Councils › Loddon Campaspe Councils › Gannawarra/Wakool Planning Committee › Asset Naming Committee › Mystic Park Cemetery Trust › Road Focus Group

Codes of Conduct

The *Local Government Act 1989* requires councils to develop and maintain a Councillor Code of Conduct. The *Local Government Amendment (Improved Governance) Act 2015* required councils to review and make any necessary amendments to their Councillor Code of Conduct within four months after 2 March 2016 and then within four months after a general election. The Act also specifies that a special meeting of Council must be called solely for the purpose of reviewing the Councillor Code of Conduct.

Council Policy No. 078 – Code of Conduct and Values for Elected Members was reviewed by councillors and formally adopted at a Special Meeting on 22 June 2016 after which time all councillors signed declarations agreeing to uphold and abide by the Code of Conduct.

The Code of Conduct documents Gannawarra Shire Councillors commitment to working together in the best interests of the people within the municipality and to discharging their responsibilities to the best of their skill and judgement.



COMMUNITY ENGAGEMENT

Council is committed to representing community interests and providing leadership in an open and accountable way. Effective engagement allows Council to collect useful feedback and incorporate that information into future decision-making. It also means the community is involved in Council decisions and processes and gives residents ownership of projects and plans. Community engagement is a key outcome in the Gannawarra Shire Council Plan key priority area of Effective Leadership and Management.

COMMUNITY MEETINGS

Community consultation sessions and public meetings are one of the most important ways for Council to engage with the community. They allow community members to provide feedback and to stay informed of Council projects and decisions. They also allow Councillors and staff to demonstrate and explain details regarding projects, services and plans. This year, Council consulted on the draft 2015/2016 Budget through meeting with a range of existing community groups at their monthly meetings. Consultation sessions were this year also held in relation to childcare services in Cohuna and Koondrook. Community members are always encouraged to attend Council meetings and to ask questions of Councillors and to listen to discussions.

ONLINE ENGAGEMENT

Council has a strong online presence, both in the forms of website and social media platforms. Council manages 5 Facebook pages, including Gannawarra Children's Centre, Gannawarra Youth Council, Healthy Lifestyles, Healthy Communities, Gannawarra Library Service as well as the central Council Facebook page. Overall, across all Council social media platforms, we have in excess of 1,500 likes/followers.

This has allowed Council to communicate and engage with more specific audiences and to keep their respective communities informed of news and events. All the individual pages provide specific relevant information to their audiences and offer their followers another way to provide feedback and find information.

Council's Twitter feed is also gradually increasing engagement, especially with Council's partner organisations.

During the past 12 months Council redeveloped its website to ensure maximum community use and engagement, as well as to comply with accessibility requirements. The new website was launched on 1 December 2015.

NEWSPAPER AND RADIO

Council distributes at least 12 media releases a month which focus on new projects, plans and services. A media release is a good way to let community members know what is happening, encourage participation and gather feedback. Council also produced monthly editions of the Gannawarra News (a full page newsletter style advertisement in the Gannawarra Times). Regular interview segments with Mayor, Cr Lorraine Learmonth occurred on local radio station 3SH which allows Council to publicise information relevant to the community. ABC Swan Hill Mildura regularly interviews the Mayor on Monday mornings, which is another way for Council to share information and messages. Council advertises meetings, requests public submissions, and advertises the availability of documents for community viewing as required under the *Local Government Act 1989*.

ADVISORY GROUPS

A number of community groups meet regularly with the support and assistance of Council to establish planning priorities of their respective communities. Council then provides assistance to these groups to undertake their priority projects and provides seed funding through the Community Grants Program. Council also distributes information to these community planning groups as a means of informing and engaging with members of the Gannawarra community. The Gannawarra Seniors Advisory Group meet on a quarterly basis and provide a forum for all matters, current and future, relating

to senior Shire residents. The group assists Council with projects, strategies and events.

Gannawarra Shire Youth Council meets regularly throughout the year, and is made up of approx 20 young people from across the Shire, including those not engaged in formal education. Input and feedback is sought from Youth Council on plans and projects and the Youth Council often takes a lead role in organising youth events.

The Gannawarra Shire Early Years Board meets quarterly and is made up of representatives from kindergarten committees and Council officers. It

develops policies and procedures to assist kindergartens and the Shire to work cooperatively.

Council meets with Kerang Elders monthly. The focus is on the development of a Reconciliation Action Plan as agreed with the recent signing of a Partnership Agreement. Both these documents reflect Council's relationship with the local Aboriginal community, and sets out principles and actions under the three platforms of relationships, respect and opportunities.



INTERNAL MANAGEMENT

RISK MANAGEMENT

Council understands its obligation to ensure it has a robust and effective Risk Management Framework for the identification and assessment of risk. Council is committed to ensuring that key risks and opportunities are identified, assessed, responded to and managed so that the organisation maximises its ability to meet its strategic, community, corporate and operational objectives.

During 2015/16 Council:

- Progressed an extensive review of its Risk Management Framework. Within the reviewed frameworks is a risk strategy that includes the use of specific criteria to measure and utilise opportunity values as well as risk to give rise to balanced decision making at a strategic level across all of Council's operations and directives.
- Completed a full review of its Business Continuity Management including the Business Continuity Plan and development of department contingency Sub-plans.
- Tested its Business Continuity Plan
- Reviewed Policy No. 003 – Risk Management

CONFLICT OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community. When 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 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. Generally, when an interest has been disclosed, the Councillor, Council officer or committee member will step aside from the relevant decision making process or from the exercise of the public duty. During 2015 – 2016 three conflicts of interest were declared at Council meetings.

COUNCIL AUDIT COMMITTEE

The role of Council's Audit Committee is to independently monitor, review and advise the Council on matters of accountability and internal control affecting the operations of the Council. The Committee exists to assist Council in discharging its responsibilities for financial reporting, maintaining a reliable system of internal controls and fostering the Council's ethical environment. The Committee makes recommendations on the appointment of an internal auditor and on the adoption of the Budget and Annual Financial and Standard Statements, as well as providing advice to Council and senior management.

The 2015/2016 Audit Committee Members comprised the following five (5) members:

INDEPENDENT MEMBERS:

Ms Deanne Van der Drift,
Mr Luigi Basile, Mr Alan Darbyshire

COUNCIL REPRESENTATIVES:

Cr Brian Gibson and
Cr Keith den Houting

There were 5 meetings for the 2015/2016 financial year on the following dates:

- 11 August 2015
- 8 September 2015
- 24 November 2015
- 2 February 2016
- 5 April 2016

External audit of Council's Financial and Performance Statements is conducted by Crowe Horwath as the appointed audit service provider on behalf of the Victorian Auditor-General's Office (VAGO).

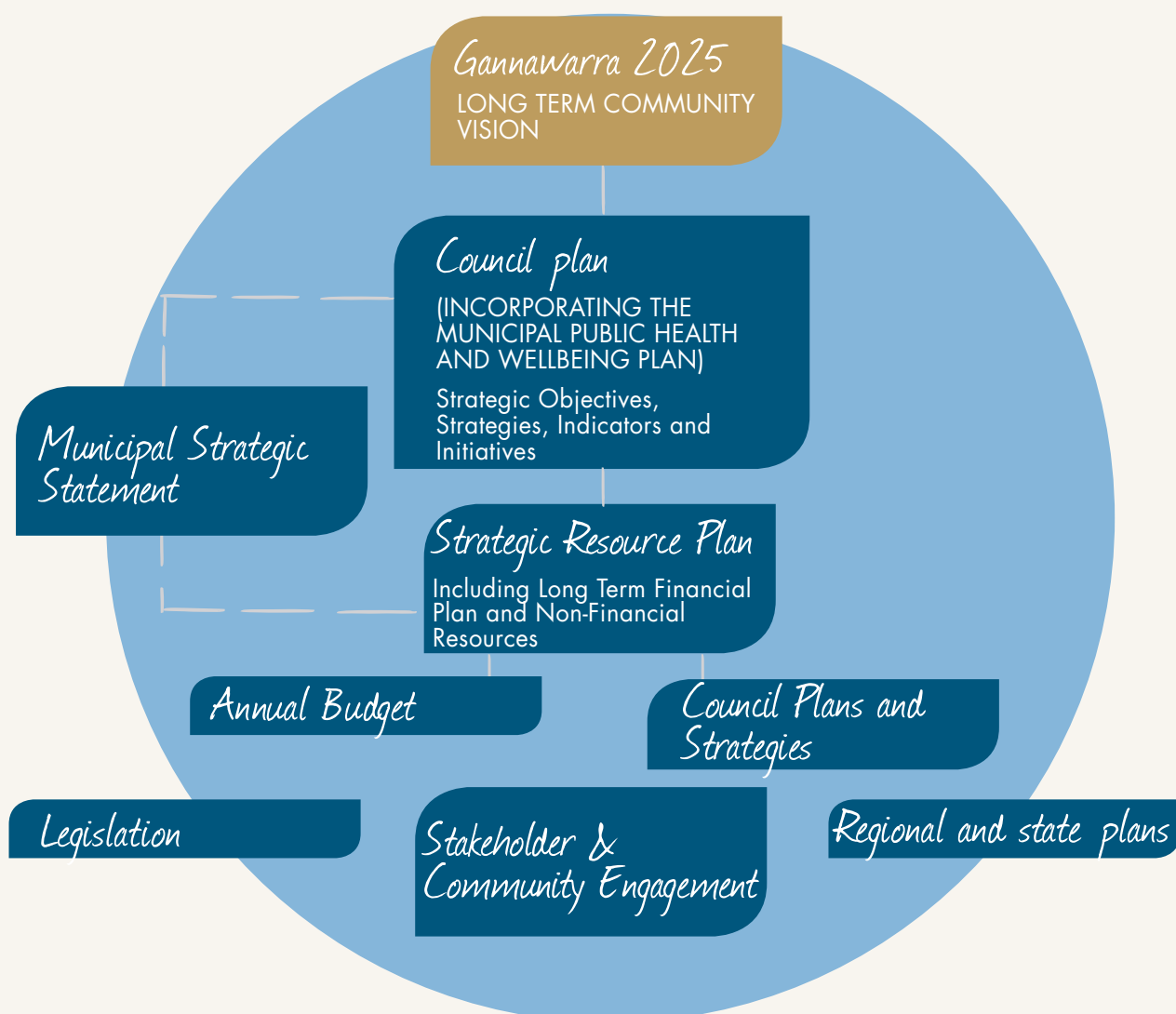
Under the direction of the Audit Committee, internal audit reviews are conducted across the organisation by the appointed internal audit firm AFS & Associates Pty Ltd of Bendigo.

The following table reflects the attendances at the five (5) Audit Committee meetings held during 2015/16:

Ms Deanne Van der Drift	5
Mr Luigi Basile	3
Mr Alan Darbyshire	5
Cr Brian Gibson	4
Cr Keith den Houting	5

Best Value Statement

Council is committed to the principles of the Business Excellence Framework which is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. The objective of Business Excellence is to use quality management principles and tools in business management with the goal of improving performance based on customer focus, stakeholder value and process management. Council has integrated these principles into its everyday organisational environment. Council adopted its Council Plan 2013 – 2017 to define the goals of the organisation over a four-year period as required by the *Local Government Act*. The Council Plan contains four Key Priority Areas: Strong and Diverse Economy, Sustainable Environments, Healthy Liveable Communities and Effective Leadership and Management. Each Priority Area contains outcomes, objectives and success indicators. Council progressively monitors the provision of best practice service against success indicators using reports provided by the Executive Management Team. Shortfalls against these indicators can then be seen as areas for improvement. Our integrated planning framework is essential to the best use of limited resources.



Best Value Review

The objective of Best Value is to ensure that the services Council provides meet the expectations of the community. It is a continuous improvement program based on measuring and monitoring service provision to ensure that Council provides services that offer best value in terms of cost, quality and benefit to the community.

Table of Results

SERVICE	TARGET COST STANDARD SET 2015-2016	TARGET COST STANDARD ACHIEVED 2014-2015	COST STANDARD MET ✓ / ✗
Community Care	185	191	✗
Building Control	19	17	✓
Community Development	36	73	✗
Corporate Support	129	136	✗
Customer Service	42	37	✓
Economic Development & Prosperity	26	27	✓
Environmental Health	19	15	✓
Children's Services	210	219	✓
Landfill and Transfer Stations	56	62	✗
Library Services	65	67	✓
Plant/Maintenance/Fleet	138	96	✓
Recreation	70	69	✓
Regulatory Services	46	41	✓
Road Maintenance	307	280	✓
Town Planning	38	25	✓
Waste Collection	82	82	✓

12 out of 16 cost standards were met for the 2015/16 year. The Best Value assessment has identified some areas for improvement in 2016/2017.

DOCUMENTS AVAILABLE FOR INSPECTION

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under Section 93 of the Act, except if the minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
- Minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months, except if the minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
- A register of delegations kept under Section 87 and 98 of the Act including the date on which the last review under Section 86(6) of the Act took place
- Leases involving land, entered into by the Council as lessor including the name of the lessee and the terms and value of the lease
- A register of authorised officers appointed under Section 224 (1A) of the Act
- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.

FREEDOM OF INFORMATION

The *Freedom of Information Act (1982)* provides individuals and organisations with a general right of access to information held by the Gannawarra Shire Council. It also provides a right of appeal to the State FOI Commissioner to review decisions to refuse access to information.

Requests for access to information under the Freedom of Information Act should be lodged on the FOI application form and sent to the Freedom of Information Officer, Gannawarra Shire Council, PO Box 287, Kerang Vic 3579.

One Freedom of Information application was received in the period 1 July 2015 to 30 June 2016, access to requested documents was granted in full.

INFORMATION PRIVACY

The *Privacy and Data Protection Act 2014* and the *Health Records Act 2001* require Council to follow information and privacy principles when collecting, managing and using an individual's personal and health information. Information requests and questions regarding people's rights under privacy legislation can be directed to Council's Privacy Officer.

Council Policy No. 074 – Information Privacy and Health Records, most recently reviewed and adopted by Council on 20 January 2016, can be viewed at Council Customer Service Centres or online.

PROTECTED DISCLOSURE ACT 2012

The purposes of the *Protected Disclosure Act 2012* are to encourage and facilitate disclosures of improper conduct by public officers, public bodies and other persons; and

detrimental action taken in reprisal for a person making a disclosure under this Act. It is also intended to provide protection of persons who make those disclosures and persons who may suffer detrimental action in reprisal for those disclosures; and to provide for the confidentiality of the content of those disclosures and the identity of persons who make those disclosures. One of Gannawarra Shire Council's five core values is integrity. Council supports the free flow of information, transparency and accountability in its management practices and supports disclosures as defined under the Act. This support is defined in Council policy 107 Protected Disclosure. There were no disclosures of improper conduct made to Council or the Ombudsman of Victoria under the Protected Disclosure Act 2012 during 2015/2016.

NATIONAL COMPETITION POLICY

Gannawarra Shire Council is committed to ensuring compliance with the requirements and principles of the National Competition Policy.

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 2015/16 year.

DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare and implement a Domestic Animal Management Plan (DAM Plan)

every four years, and evaluate its implementation in the Annual Report. The revised plan adopted a stronger focus on rehousing stray animals. Since September 2013, 253 dogs and cats have been successfully re-homed. Throughout the year Council has aimed to raise community awareness of the importance of responsible pet ownership, in an effort to reduce the number of stray animals impounded by Local Laws officers. Council looks forward to continuing to build on its successes next year.

DISABILITY ACTION PLAN

In accordance with section 38 of the *Disability Act 2006*, Council is required to report on the implementation of its Disability Action Plan in the Annual Report. Council's Disability Action Plan is now due for review; however the following actions were completed this year:

- Contributed to the now complete Rural Social Inclusion Framework, which is an important guiding document not just for Council but for other rural service provider
- Delivered 'My Time' support group session for carers of people with a disability in the community. Council will review and update its Disability Action Plan in the 2015-16 year.

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act 2004* 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 2015/16 year.

Victorian Local Government Indicators

The Local Government Indicators have been developed to enable Victorian Councils to provide an overview of their performance on a common basis. There are 11 indicators in all, which combined are designed to provide a snapshot of performance. They provide financial information per assessment (rateable property), capital and maintenance expenditure compared to the level of annual compensation of assets (a measure of how many assets are used during the year), and community satisfaction with Council's performance.

AFFORDABILITY	2014/2015	2015/2016
Average rates and charges per assessment	\$1,650	\$1,728
Average rates and charges per residential assessment	\$1,195	\$1,203
SUSTAINABILITY		
Average liabilities per assessment	\$898	\$859
Operating result per assessment – surplus/deficit	\$759	\$96
SERVICES		
Average operating expenditure per assessment	\$3,638	\$3,629
INFRASTRUCTURE		
Average capital expenditure per assessment	\$1,489	\$1,330
Renewal Gap – Current spending on renewal to asset base consumed during the year	140%	115%
Renewal and Maintenance Gap – Current spending on renewal plus maintenance to asset base consumed during the year, plus maintenance	123%	144%
GOVERNANCE		
Community satisfaction rating for Council's making representation on behalf of the community	62	62
Community satisfaction rating for Council's community consultation and engagement	65	65
Community satisfaction rating for overall performance generally of the Council	68	68

GOVERNANCE AND MANAGEMENT CHECKLIST

GOVERNANCE AND MANAGEMENT ITEMS	REQUIRED	YES	DATE IF YES	DATES IF YES
		NO	(SINGLE ITEM/DATE)	(MULTIPLE ITEMS/DATES)
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation	YES	22/06/2016	
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	YES	22/06/2016	
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act	YES	22/06/2016	
Annual budget (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)	Budget adopted in accordance with section 130 of the Act	YES	22/06/2016	
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation	YES		Buildings AMP - 20/08/2008 Roads AMP - 18/02/2015 Bridges AMP- 18/03/2015 Footpaths AMP - 16/07/ 2014 Drainage AMP- 18/05/2011 Recreation AMP – 17/08/2011 Levee Banks AMP - 18/03/2015 Pools Strategic Plan – August 2009
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation	YES	19/03/2014	
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	YES	22/06/2016	
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	YES	18/03/2015	

GOVERNANCE AND MANAGEMENT ITEMS	REQUIRED	YES	DATE IF YES	DATES IF YES
		NO	(SINGLE ITEM/DATE)	(MULTIPLE ITEMS/DATES)
Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	YES	19/04/2016	
Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act	YES	16/03/2016	
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	YES	24/06/2016	
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	YES	24/06/2016	
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	NO		
REASON(S) IF ANSWER IS NO Council's Executive Leadership Team is currently reviewing a final draft Council Opportunity & Risk Evaluation (CORE) Strategy procedure and Operational Risk Management procedure.				
Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act	YES	8/09/1999	
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	YES	27/11/2014	

GOVERNANCE AND MANAGEMENT ITEMS	REQUIRED	YES	DATE IF YES	DATES IF YES
		NO	(SINGLE ITEM/DATE)	(MULTIPLE ITEMS/DATES)
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation	YES	1/07/2015	
Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	YES	17/02/2016	
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act	YES		18/11/2015 17/02/2016 18/05/2016
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented	NO		17/09/2015 22/09/2015 24/09/2015 22/10/2015 09/03/2016 10/03/2016 11/05/2016
Performance reporting (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)	Reports prepared and presented	YES	1/02/2016	

GOVERNANCE AND MANAGEMENT ITEMS	REQUIRED	YES	DATE IF YES	DATES IF YES
		NO	(SINGLE ITEM/DATE)	(MULTIPLE ITEMS/DATES)
Annual Report (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Annual Report considered at a meeting of Council in accordance with section 134 of the Act	YES	21/10/2015	
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of conduct reviewed in accordance with section 76C of the Act	YES	22/6/2016	
Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act	YES		Council - Staff 16/03/2016 CEO Delegation 17/04/2016 CEO Subdelegation 17/04/2016
Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act	YES	20/04/2011	

SHIRE FINANCES



Financial Report

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Comprehensive Income Statement For the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Income			
Rates and charges	3	11,540	10,992
Statutory fees and fines	4	368	374
User fees	5	1,779	1,738
Grants - operating	6	5,189	10,249
Grants - capital	6	4,044	3,573
Contributions - monetary	7	158	291
Contributions - non monetary	7	18	-
Net gain on disposal of property, infrastructure, plant and equipment	8	-	186
Other income	9	1,782	1,884
Total income		24,878	29,287
Expenses			
Employee costs	10	(11,269)	(11,176)
Materials and services	11	(7,283)	(7,464)
Bad and doubtful debts	12	(37)	(74)
Depreciation and amortisation	13	(5,147)	(5,100)
Net loss on disposal of property, infrastructure, plant and equipment	8	(56)	-
Borrowing costs	14	(75)	(100)
Other expenses	15	(369)	(318)
Total expenses		(24,236)	(24,232)
Surplus for the year		642	5,055
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	27	10,234	-
Total comprehensive result		10,876	5,055

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet As at 30 June 2016

	Note	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	3,136	5,826
Trade and other receivables	17	1,420	1,234
Other financial assets	18	2,911	2,446
Inventories	19	464	568
Non-current assets classified as held for sale	20	819	1,361
Other assets	21	345	356
Total current assets		9,095	11,791
Non-current assets			
Property, infrastructure, plant and equipment	22	184,556	171,227
Total non-current assets		184,556	171,227
Total assets		193,651	183,018
Liabilities			
Current liabilities			
Trade and other payables	23	1,043	946
Trust funds and deposits	24	234	175
Provisions	25	2,405	2,486
Interest-bearing loans and borrowings	26	170	333
Total current liabilities		3,852	3,940
Non-current liabilities			
Provisions	25	1,126	1,111
Interest-bearing loans and borrowings	26	760	931
Total non-current liabilities		1,886	2,042
Total liabilities		5,738	5,982
Net assets		187,913	177,036
Equity			
Accumulated surplus		70,488	69,845
Reserves	27	117,425	107,191
Total Equity		187,913	177,036

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2016

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000
2016				
Balance at beginning of the financial year		177,036	69,845	107,191
Surplus/(deficit) for the year		642	642	-
Net asset revaluation increment/(decrement)	27(a)	10,234	-	10,234
Balance at end of the financial year		187,912	70,487	117,425

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000
2015				
Balance at beginning of the financial year		171,981	64,790	107,191
Surplus/(deficit) for the year		5,055	5,055	-
Balance at end of the financial year		177,036	69,845	107,191

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows For the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		11,334	10,934
Statutory fees and fines		405	411
User fees		1,957	1,912
Grants - operating		5,708	11,274
Grants - capital		4,449	3,930
Contributions - monetary		174	291
Interest received		247	215
Trust funds and deposits taken		287	86
Other receipts		1,535	1,669
Net GST refund		147	84
Employee costs		(11,269)	(11,176)
Materials and services		(9,001)	(7,968)
Trust funds and deposits repaid		(228)	(146)
Other payments		(369)	(318)
Net cash provided by operating activities	28	5,376	11,199
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	22	(8,885)	(9,918)
Proceeds from sale of property, infrastructure, plant and equipment		563	448
Payments for investments		-	(648)
Proceeds from sale of investments		664	-
Net cash used in investing activities		(7,658)	(10,118)
Cash flows from financing activities			
Finance costs		(75)	(101)
Repayment of borrowings		(333)	(378)
Net cash used in financing activities		(408)	(479)
Net (decrease) increase in cash and cash equivalents		(2,690)	602
Cash and cash equivalents at the beginning of the financial year		5,826	5,224
Cash and cash equivalents at the end of the financial year	16	3,136	5,826

The above statement of cash flow should be read in conjunction with the accompanying notes.

Statement of Capital Works For the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Property			
Land		-	711
Land improvements		77	2,343
Works in progress		70	-
Total land		<u>147</u>	<u>3,054</u>
Buildings		448	259
Building improvements		280	-
Works in progress		1,861	-
Total buildings		<u>2,589</u>	<u>259</u>
Total property		<u>2,736</u>	<u>3,313</u>
Plant and equipment			
Plant, machinery and equipment		629	1,244
Computers and telecommunications		229	173
Library books		106	69
Works in progress		10	-
Total plant and equipment		<u>974</u>	<u>1,486</u>
Infrastructure			
Roads		3,751	3,684
Bridges		78	477
Footpaths and cycleways		138	115
Drainage		41	-
Recreational, leisure and community facilities		143	-
Road kerb and channel		102	32
Waste Management		109	-
Parks, open space and streetscapes		207	-
Aerodromes		372	-
Other infrastructure		136	-
Works in progress	22	95	812
Total infrastructure		<u>5,172</u>	<u>5,120</u>
Total capital works expenditure		<u>8,882</u>	<u>9,918</u>
Represented by:			
New asset expenditure		2,332	1,061
Asset renewal expenditure		5,895	7,065
Asset expansion/upgrade expenditure		655	1,792
Total capital works expenditure		<u>8,882</u>	<u>9,918</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

Introduction

The Gannawarra Shire Council was established by an Order of the Governor in Council on 20 January 1995 and is a body corporate. The Council's main office is located at 47 Victoria Street, Kerang.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Note 1 Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (m))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (n))
- the determination of employee provisions (refer to Note 1 (t))
- the determination of landfill provisions (refer to Note 1 (u))

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2016, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated. No entities were required to be consolidated.

(d) Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full. There are no material Committees of Management requiring consolidation.

(e) Accounting for investments in associates and joint arrangements

Associates

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Note 1 Significant accounting policies (cont.)

(e) Accounting for investments in associates and joint arrangements (cont.)

Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

(i) Joint operations

Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. These have been incorporated in the financial statements under the appropriate headings.

(ii) Joint ventures

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

(f) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest

Interest is recognised as it is earned.

Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 1 Significant accounting policies (cont.)

(g) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(i) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(j) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Inventories are measured All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(l) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1(n) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Note 1 Significant accounting policies (cont.)

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles (cont.)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 22 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council is yet to recognise the land under roads it controls.

(n) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Note 1 Significant accounting policies (cont.)

(n) Depreciation and amortisation of property, infrastructure plant and equipment and intangibles (cont.)

<i>Asset recognition thresholds and depreciation periods</i>	Depreciation Period	Threshold Limit \$
Property		
land	-	2,000
land improvements	40 - 50 years	5,000
Buildings		
buildings	50 years	5,000
building improvements	50 years	5,000
Plant and Equipment		
plant, machinery and equipment	2 - 25 years	2,000
fixtures, fittings and furniture	2 - 10 years	2,000
computers and telecommunications	2 - 10 years	2,000
library books	15 - 20 years	1,000
Infrastructure		
roads	15 - 25 year	10,000
road kerb, channel and minor culverts	80 years	5,000
bridges	100 years	5,000
footpaths and cycleways	20 - 40 years	5,000
drainage	80 years	10,000
recreational, leisure and community facilities	40 - 90 years	5,000
waste management	40 - 90 years	5,000
parks, open space and streetscapes	40 - 90 years	5,000
aerodromes	40 - 90 years	5,000

(o) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(p) Investment property

Investment property, comprising freehold office complexes, is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

(q) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 1 Significant accounting policies (cont.)

(r) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 24).

(s) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(t) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(u) Landfill rehabilitation provision

Council is obligated to restore landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

(v) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 1 Significant accounting policies (cont.)

(w) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(x) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 33 contingent liabilities and contingent assets.

(y) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a Note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of Note and presented inclusive of the GST payable.

(z) Pending accounting standards

Certain new AAS's have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(aa) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 23 June 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

(a) Income and Expenditure

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 %	Ref
Income				
Rates and charges	11,436	11,540	0.92%	
Statutory fees and fines	355	368	3.50%	
User fees	1,741	1,779	2.19%	
Grants - operating	7,272	5,189	-28.64%	1
Grants - capital	3,376	4,044	19.80%	2
Contributions - monetary	127	158	24.17%	3
Contributions - non monetary	-	18	100.00%	4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	80	(56)	-169.18%	5
Other income	1,769	1,782	0.76%	
Total income	26,156	24,822	-5.10%	
Expenses				
Employee costs	11,717	11,269	-3.82%	
Materials and services	7,279	7,283	0.06%	
Bad and doubtful debts	-	37	100.00%	6
Depreciation and amortisation	5,224	5,147	-1.47%	
Borrowing costs	75	75	-0.36%	
Other expenses	295	369	25.01%	7
Total expenses	24,590	24,180	-1.67%	
Surplus for the year	1,566	642	-58.97%	

Note 2 Budget comparison (cont.)
(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Grants Operating	The budget was based on receiving a full years Victorian Grants Commission payment. On 30 June 2015 the VGC advanced 50% of the 2015/2016 totalling \$2.552 million. The advanced payment had the effect of reducing the amount of revenue received by Council during the current year.
2	Grants Capital	The budget allowed for Roads to Recovery grant funding of \$1.9 million. In June 2015 Council were advised of an additional 0.8 million in funding for the 2015/2016 year. The total amount of R2R funding claimed and received was \$2.7 million.
3	Contributions - Monetary	Contributions totalling \$25,000 were received from neighbouring shires for the implementation of the central enrolment program for pre-schools.
4	Contributions - Non monetary	Contribution received from Mawson Bros Pty Ltd for restoration works at Garden Park Cohuna (\$10,000) and equipment provided to upgrade Council's wireless Infrastructure at no cost.
5	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Additional works were undertaken in relation to a 13 lot subdivision at the Kerang Industrial Estate in 2014/2015 totalling \$204,600 these works included additional drainage, sewerage and headworks charges. Prior to the commencement and completion of the additional works 5 of the industrial blocks had been sold at a sale price based on the original construction costs. The cost of the works was then apportioned against the remaining 8 lots with the sale prices being adjusted but still keeping in mind the sale of adjoining lots. 6 industrial lots were sold in Kerang at a net loss of \$128k and 2 lots in Cohuna at a profit of \$3k.
6	Bad and doubtful debts	Local Law infringement notices issued prior to 30 June 2015 and remain outstanding at 30 June 2016 and where court action has not been undertaken are treated as unlikely to be collected. At 30 June 2016 an additional amount of \$22,200 was added to the provision. The provision for general rate doubtful debts was also increased by \$10,500 due to the long running issue for several properties in the Macoma area.
7	Other expenses	The amount budgeted for property valuations was \$47k instead of \$93k as per valuation contract.

Note 2 Budget comparison (cont)

(b) Capital Works

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Property				
Land improvements	110	147	33.86%	1
Total Land	110	147	33.86%	
Buildings	3,144	2,589	-17.66%	2
Total Buildings	3,144	2,589	-17.66%	
Total Property	3,254	2,736	-15.92%	
Plant and Equipment				
Plant, machinery and equipment	622	629	1.17%	
Computers and telecommunications	530	239	-54.86%	3
Library books	100	106	6.13%	
Total Plant and Equipment	1,252	974	-22.23%	
Infrastructure				
Roads	3,778	3,751	-0.71%	
Bridges	-	78	100.00%	4
Footpaths and cycleways	128	138	7.64%	
Drainage	90	112	23.91%	5
Recreational, leisure and community facilities	120	143	18.91%	6
Waste management	220	109	-50.23%	7
Parks, open space and streetscapes	50	232	363.28%	8
Aerodromes	50	372	644.21%	9
Other infrastructure	235	237	0.80%	
Total Infrastructure	4,671	5,172	10.73%	
Total Capital Works Expenditure	9,177	8,882	-3.21%	
Represented by:				
New asset expenditure	2,643	2,332		
Asset renewal expenditure	5,332	5,895		
Asset expansion/upgrade expenditure	1,202	655		
Total Capital Works Expenditure	9,177	8,882		

Note 2 Budget comparison (cont)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land improvements	Works on the Quambatook Township Mitigation program commenced during 2015/2016 (\$70K) the project has been budgetted for in the 2016/2017 budget.
2	Buildings	Construction of the Koondrook wharf has progressed ahead of schedule. Budgeted expenditure was \$1.4m with actual works undertaken being \$1.73m, the additional works undertaken during 2015/2016 will be reflected in a reduction in the budgeted expenditure for 2016/2017. Works on the Koondrook Caravan Park toilets and laundry have been deferred to 2016/2017 (\$275K). The scope of works for the upgrade of the Cohuna Memorial Hall toilets had been changed to allow for improvement works to be undertaken on the adjacent Memorial Park (\$75k). Works proposed for the Sir John Gorton precinct did not proceed (\$790k) as Council were unsuccessful in obtaining the anticipated grant funding (budgetted \$400k actual \$114k). Continuation of energy saving initiatives (\$53K)
3	Computers and telecommunications	An amount of \$360k was allowed for the upgrade/replacement of Council's business systems this program will be undertaken in 2016/2017. The Confirm asset management system was updated during the year to enable Council to maximise future savings on running costs (\$50K). Due to changes in the method of funding for HACC and CCAP services Council's operating system (Expedite) underwent a major upgrade to ensure accurate recording of services continues to meet funding guidelines (\$28K).
4	Bridges	Completion of O'Briens Road footbridge.
5	Drainage	Completion of the 2014/2015 drainage program along with pump works in Haymen Lane
6	Recreational, leisure and community facilities	Works undertaken on the toilets at the Lake Charm Highway stop were \$50k under budget. Funding was made available to undertake boating safety works at a cost of \$36k additional works will be undertaken during 2016/2017. Works were undertaken on the Cohuna netball change rooms \$9k.
7	Waste management	Works undertaken on closed landfill rehabilitation were undertaken at a cost of \$102k the amount budgetted was \$220k. Emergency works undertaken to retard the erosion of the Gunbower Creek bank in Garden Park Cohuna (\$98K). Relocation of skate park to Quambatook (\$34K)
8	Parks, open space and streetscapes	The scope of works for the upgrade of the Cohuna Memorial Hall toilets had been changed to allow for improvement works to be undertaken on the adjacent Memorial Park (\$75k).
9	Aerodromes	152 Sleepy Lane Kerang was purchased during the year at a cost of \$255k to provide Council with the opportunity to extend the aerodrome runway when required. It is anticipated that part of the land purchased will be sold during 2016/2017. An amount of \$50k had been allowed for the upgrade of the Cohuna aerodrome apron the final costs associated with this project totalled \$117k.

	2016 \$'000	2015 \$'000
Note 3 Rates and charges		
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its value at which the unencumbered land might be expected to realise in an open market at the time of the valuation.		
The valuation base used to calculate general rates for 2015/16 was \$1,472,800,900 (2014/15 \$1,457,798,200).		
General Rates	9,205	8,775
Municipal charge	628	617
Waste management charge	1,652	1,586
Supplementary rates and rate adjustments	55	14
Total rates and charges	11,540	10,992
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation will be first applied in the rating year commencing 1 July 2016.		
Note 4 Statutory fees and fines		
Animal control	135	135
Health and preventative services	48	57
Library fees	1	1
Office services	-	2
Recreation	69	60
Town planning and building control	104	112
Other fees and charges	11	8
Total statutory fees and fines	368	375
Note 5 User fees		
Animal control	-	1
Aged service fees	534	408
Child care/children's program fees	406	382
External works	211	312
Hall hire	16	14
Library fees	5	6
Office services	23	20
Recreation	59	109
Tourism	17	16
Town planning and building control	-	1
Waste and Environment	494	457
Other fees and charges	14	12
Total user fees	1,779	1,738

	2016 \$'000	2015 \$'000
Note 6 Grants		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	5,398	11,026
State funded grants	3,837	2,796
Total grants received	9,235	13,822
Operating Grants		
Recurrent - Commonwealth Government		
Victoria Grants Commission - unallocated	1,532	4,752
Victoria Grants Commission - local roads	936	2,926
Family Day Care	149	189
Senior citizens	47	46
Recurrent - State Government		
State Emergency Services (SES)	13	13
Infant Health	153	172
Children and Families	670	23
Heritage and Culture	125	164
Recreation	-	97
Preventative Services	22	11
Community Services	60	1,658
Tourism	-	13
Economic Development	-	10
Recreation	1,055	-
School Crossings	14	14
Landcare	104	49
Other	42	42
Total recurrent operating grants	4,922	10,179
Non-recurrent - Commonwealth Government		
Children and Families	6	-
Total non-recurrent - Commonwealth Government	6	-
Non-recurrent - State Government		
Community Services	55	-
Senior citizens	46	-
Tourism	12	-
Children and Families	40	-
Buildings	-	30
Flood Recovery	-	26
Heritage and Culture	51	14
Recreation	9	-
Other	48	-
Total non-recurrent operating grants	261	70
Total operating grants	5,189	10,249
Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,728	1,119
Recurrent - State Government		
Library	6	-
Total recurrent capital grants	2,734	1,119
Non-recurrent - Commonwealth Government		
Regional Infrastructure	-	993
Roads and bridges	-	1,000
Non-recurrent - State Government		
Recreation	349	461
Regional Infrastructure	961	-
Total non-recurrent capital grants	1,310	2,454
Total capital grants	4,044	3,573
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	392	512
Received during the financial year and remained unspent at balance date	515	392
Received in prior years and spent during the financial year	(387)	(512)
Balance at year end	520	392

	2016 \$'000	2015 \$'000
Note 7 Contributions		
Monetary	158	291
Non-monetary	18	-
Total contributions	176	291
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Office Equipment	8	-
Parks, open spaces and streetscapes	10	-
Total non-monetary contributions	18	-
 Note 8 Net (loss)/gain on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	563	448
Written down value of assets disposed	(619)	(262)
Total net (loss)/gain on disposal of property, infrastructure, plant and equipment	(56)	186
 Note 9 Other income		
Interest	247	215
Property rental	245	215
<i>Reimbursements</i>		
Welfare	903	1,046
Garbage collection and recycling	261	227
Other	126	181
Total other income	1,782	1,884
 Note 10 (a) Employee costs		
Wages and salaries	8,190	8,107
Annual leave and long service leave	1,017	1,170
Other leave	784	704
Superannuation	937	930
Workcover	146	205
Fringe benefits tax	104	47
Salaries capitalised	(75)	(199)
Other	166	212
Total employee costs	11,269	11,176
 Note 10 (b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	70	92
	70	92
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	669	675
Employer contributions - other funds	198	163
	867	838

Refer to note 32 for further information relating to Council's superannuation obligations.

	2016 \$'000	2015 \$'000
Note 11 Materials and services		
Operational Materials	1,623	1,636
Operational Services	2,947	3,033
Contract payments	80	14
Building maintenance	25	17
Utilities	804	822
Office administration	769	757
Information technology	240	265
Bank charges	35	34
Insurance	310	297
Consultants	169	212
Contributions	281	377
Total materials and services	7,283	7,464
Note 12 Bad and doubtful debts		
Rates	11	10
Chargeable works	-	22
Fire Hazard	2	-
Local Laws	22	38
Aged & Disabled services	2	4
Total bad and doubtful debts	37	74
Note 13 Depreciation and amortisation		
<i>Property</i>		
Land improvements	390	254
Buildings	684	778
<i>Plant and Equipment</i>		
Plant and equipment	720	714
Office equipment	200	211
Library books	51	64
Office furniture	1	1
<i>Infrastructure</i>		
Roads	2,433	2,433
Bridges	229	208
Footpaths	109	107
Drainage	152	152
Kerb and channel	178	178
Total depreciation and amortisation	5,147	5,100
<i>Refer to note 22 for a more detailed breakdown of depreciation charges.</i>		
Note 14 Borrowing costs		
Interest - Borrowings	75	100
Total borrowing costs	75	100
Note 15 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals.	44	36
Auditors' remuneration - Internal	28	20
Councillors' allowances	204	184
Valuations	93	78
Total other expenses	369	318

	2016 \$'000	2015 \$'000
Note 16 Cash and cash equivalents		
Cash on hand	2	2
Cash at bank	803	3,211
Term deposits	2,331	2,613
	3,136	5,826
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 24)	234	175
Total restricted funds	234	175
Total unrestricted cash and cash equivalents	2,900	5,651
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	750	765
- Cash held as grant monies received but not yet expended	520	392
Total funds subject to intended allocations	1,270	1,157
Refer also to Note 18 for details of other financial assets held by Council. Reserves held by Council for a specific purpose, by resolution of Council, are included as financial assets.		
Note 17 Trade and other receivables		
Current		
Rates debtors	934	727
Provision for doubtful debts - rates	(94)	(84)
Infringement debtors	55	42
Provision for doubtful debts - local laws	(39)	(17)
Net GST receivable	147	84
Other debtors	447	510
Provision for doubtful debts - other debtors	(30)	(28)
Total trade and other receivables	1,420	1,234
(a) Ageing of Receivables		
At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:		
Current (not yet due)	345	288
Past due by up to 31 and 60 days	47	158
Past due by up to 61 and 90 days	7	4
Past due by up to 91 and 120 days	2	5
Past due by more than 121 days	46	55
Total trade & other receivables	447	510
(b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	28	2
New Provisions recognised during the year	2	26
Balance at end of year	30	28
(c) Ageing of individually impaired Receivables		
At balance date, other debtors representing financial assets with a nominal value of \$29,733 (2015: \$27,949) were impaired. The amount of the provision raised against these debtors was \$29,733 (2015: \$27,949). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Past due by more than 1 year	30	28
Total trade & other receivables	30	28

	2016 \$'000	2015 \$'000
Note 18 Other financial assets		
Term deposits	2,911	2,446
Total other financial assets	2,911	2,446
Other financial assets includes amounts set aside by Council resolution for a specific purpose and include the following:		
Long Service Leave	1,328	968
LMPA - Preschool	55	212
Plant & Equipment	325	262
Land & Building	203	4
Major Projects	1,000	1,000
	2,911	2,446
Note 19 Inventories		
Inventories held for distribution	464	568
Total inventories	464	568
Note 20 Non current assets classified as held for sale		
Cost of acquisition	1,361	1,156
Capitalised development costs (eg roads, drainage)	9	205
Industrial Estate Land Sold	(551)	-
Total non current assets classified as held for sale	819	1,361
Note 21 Other assets		
Prepayments	165	194
Accrued income	180	162
Total other assets	345	356

Gannawarra Shire Council
2015/2016 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2016

Note 22 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Accumulated Depreciation	WDV 30 June 2016	At Fair Value 30 June 2015	Accumulated Depreciation	WDV 30 June 2015
Land	6,979	571	6,408	6,902	521	6,381
Buildings	26,375	13,048	13,327	25,647	12,575	13,072
Plant and Equipment	11,235	6,331	4,904	10,683	5,704	4,979
Infrastructure	270,873	113,231	157,642	255,088	109,106	145,982
	315,462	133,181	182,281	298,320	127,906	170,414

Work in Progress

	Opening WIP	Additions	Transfers	Closing WIP
Land and buildings	414	1,931	(175)	2,170
Plant and Equipment	-	10	-	10
Infrastructure	398	95	(398)	95
Total	812	2,036	(573)	2,275

Note 22 Property, infrastructure, plant and equipment (cont'd)

Land and Buildings

At fair value 1 July 2015	4,436	Land improvements	2,466	6,902	25,324	323	25,647	414	32,963
Accumulated depreciation at 1 July 2015	-		(521)	(521)	(12,467)	(108)	(12,575)	-	(13,096)

Movements in fair value

Acquisition of assets at fair value	-	77	77	77	448	280	728	1,931	2,736
Transfers	-	-	-	-	-	-	-	(175)	(175)

Movements in accumulated depreciation

Depreciation and amortisation	-	(50)	(50)	(50)	(466)	(7)	(473)	-	(523)
	-	(50)	(50)	(50)	(466)	(7)	(473)	-	(523)

At fair value 30 June 2016

At fair value 30 June 2016	4,436	2,543	6,979	6,979	25,772	603	26,375	2,170	35,524
Accumulated depreciation at 30 June 2016	-	(571)	(571)	(571)	(12,933)	(115)	(13,048)	-	(13,619)
	4,436	1,972	6,408	6,408	12,839	488	13,327	2,170	21,905

Plant and Equipment

At fair value 1 July 2015	8,034	Plant machinery and equipment	99	1,544	1,006	10,683	10,683		
Accumulated depreciation at 1 July 2015	(3,932)		(96)	(1,137)	(539)	(5,704)	(5,704)		
	4,102		3	407	467	4,979	4,979		

Movements in fair value

Acquisition of assets at fair value	629	-	-	229	106	964	964	10	974
Fair value of assets disposed	(377)	-	-	(35)	-	(412)	(412)	-	(412)

Movements in accumulated depreciation

Depreciation and amortisation	(720)	(1)	(1)	(200)	(51)	(972)	(972)	-	(972)
Accumulated depreciation of disposals	310	-	-	34	-	344	344	-	344
	(410)	(1)	(1)	(165)	(51)	(628)	(628)	-	(628)

At fair value 30 June 2016

At fair value 30 June 2016	8,286	99	1,738	1,112	11,235	10	11,245		
Accumulated depreciation at 30 June 2016	(4,342)	(97)	(1,302)	(590)	(6,331)	-	(6,331)		
	3,944	2	436	522	4,904	10	4,914		

Note 22 Property, infrastructure, plant and equipment (cont'd)

	Roads	Bridges	Footpaths and cycleways	Drainage	Road kerb & channel	Waste Management	Parks open spaces and streetscapes	Aerodromes	Recreation, leisure and community facilities	Other Infrastructure	Total Infrastructure	Work In Progress	Total Infrastructure
Infrastructure													
At fair value 1 July 2015	162,324	22,646	8,702	12,166	14,275	2,680	3,983	4,106	15,152	9,053	255,087	398	255,485
Accumulated depreciation at 1 July 2015	(66,532)	(8,943)	(3,569)	(6,285)	(7,287)	(712)	(390)	(1,699)	(7,804)	(5,885)	(109,106)	-	(109,106)
	95,792	13,703	5,133	5,881	6,988	1,968	3,593	2,407	7,348	3,168	145,981	398	146,379
Movements in fair value													
Acquisition of assets at fair value	3,752	78	139	41	102	109	207	372	144	136	5,080	95	5,175
Revaluation increments/(decrements)	-	-	1,103	6,566	3,037	-	-	-	-	-	10,706	-	10,706
Transfers	-	-	-	-	-	-	-	-	-	-	-	(398)	(398)
	3,752	78	1,242	6,607	3,139	109	207	372	144	136	15,786	(303)	15,484
Movements in accumulated depreciation													
Depreciation and amortisation	(2,432)	(229)	(109)	(152)	(178)	(26)	(54)	(73)	(243)	(156)	(3,652)	-	(3,652)
Revaluation (increments)/decrements	-	-	788	(1,956)	696	-	-	-	-	-	(472)	-	(472)
	(2,432)	(229)	679	(2,108)	517	(26)	(54)	(73)	(243)	(156)	(4,125)	-	(4,125)
At fair value 30 June 2016	166,076	22,724	9,944	18,773	17,414	2,789	4,190	4,478	15,296	9,189	270,873	95	270,968
Accumulated depreciation at 30 June 2016	(68,964)	(9,172)	(2,890)	(8,393)	(6,770)	(738)	(444)	(1,772)	(8,047)	(6,041)	(113,231)	-	(113,231)
	97,112	13,552	7,054	10,380	10,644	2,051	3,746	2,706	7,249	3,148	157,642	95	157,737

Note 22 Property, infrastructure, plant and equipment cont'd

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, LG Valuation Services Pty Ltd on 30 June 2014. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Land	-	1,430,532	3,005,698
Land improvements	-	18,000	1,954,311
Buildings			12,838,980
Building Improvements			487,765
Total	-	1,448,532	18,286,754

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with the Maloney method at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Roads	-	-	97,111,997
Bridges	-	-	13,551,521
Footpaths and cycleways	-	-	7,053,603
Drainage	-	-	10,379,507
Road kerb & channel	-	-	10,643,886
Waste management	-	-	2,050,880
Parks, open space and streetscapes	-	-	3,746,399
Aerodromes	-	-	2,705,899
Recreational, leisure and community facilities	-	-	7,248,657
Other infrastructure	-	-	3,148,044
Total	-	-	157,640,393

Note 22 Property, infrastructure, plant and equipment cont'd

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 25% and 75%. The market value of land varies significantly depending on the location of the land and the current market conditions.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$250 to \$1,470 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and a useful life of 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 15 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2016	2015
	\$'000	\$'000
Note 23 Trade and other payables		
Trade payables	282	300
Accrued expenses	761	380
Total trade and other payables	1,043	680

Note 24 Trust funds and deposits

Refundable deposits	7	3
Fire services levy	103	76
Retention amounts	21	19
Other refundable deposits	103	77
Total trust funds and deposits	234	175

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

		2016 \$'000	2015 \$'000		
Note 25	Provisions				
		Employee	Landfill restoration	Other	Total
		\$ '000	\$ '000	\$ '000	\$ '000
2016					
	Balance at beginning of the financial year	2,697	900	-	3,597
	Additional provisions	951	-	-	951
	Amounts used	(1,017)	-	-	(1,017)
	Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	-	-
	Balance at the end of the financial year	2,631	900	-	3,531
2015					
	Balance at beginning of the financial year	2,532	900	-	3,432
	Additional provisions	1,223	-	-	1,223
	Amounts used	(1,058)	-	-	(1,058)
	Balance at the end of the financial year	2,697	900	-	3,597
				2016 \$'000	2015 \$'000
(a) Employee provisions					
Current provisions expected to be wholly settled within 12 months					
	Annual leave			666	625
	Long service leave			394	398
	Other			5	4
				1,065	1,027
Current provisions expected to be wholly settled after 12 months					
	Annual leave			156	265
	Long service leave			1,184	1,194
				1,340	1,459
Total current employee provisions				2,405	2,486
Non-current					
	Long service leave			226	211
Total non-current employee provisions				226	211
Aggregate carrying amount of employee provisions:					
	Current			2,405	2,486
	Non-current			226	211
Total aggregate carrying amount of employee provisions				2,631	2,697
(b) Land fill restoration					
	Non-current			900	900
				900	900
Note 26	Interest-bearing loans and borrowings				
Current					
	Borrowings - secured (1)			170	333
				170	333
Non-current					
	Borrowings - secured (1)			760	931
				760	931
Total				930	1,264
(1) Borrowings are secured by rates.					
(a) The maturity profile for Council's borrowings is:					
	Not later than one year			170	333
	Later than one year and not later than five years			420	475
	Later than five years			340	456
				930	1,264

Note 27 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
2016			
Property			
Land	2,572	-	2,572
Buildings	9,839	-	9,839
	12,411	-	12,411
Infrastructure			
Roads	86,996	-	86,996
Bridges	6,227	-	6,227
Footpaths and cycleways	1,557	1,891	3,448
Drainage	-	4,610	4,610
Kerb and Channel	-	3,733	3,733
	94,780	10,234	105,014
Total asset revaluation reserves	107,191	10,234	117,425
2015			
Property			
Land	2,572	-	2,572
Buildings	9,839	-	9,839
	12,411	-	12,411
Infrastructure			
Roads	86,996	-	86,996
Bridges	6,227	-	6,227
Footpaths and cycleways	1,557	-	1,557
	94,780	-	94,780
Total asset revaluation reserves	107,191	-	107,191

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	2016 \$'000	2015 \$'000
Note 28 Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	642	5,055
Depreciation/amortisation	5,147	5,100
Profit/(loss) on disposal of property, infrastructure, plant and equipment	56	(186)
Contributions - Non-monetary assets	(18)	-
Finance costs	75	100
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(188)	872
(Increase)/decrease in prepayments	10	(105)
Increase/(decrease) in trade and other payables	98	(49)
(Decrease)/increase in other liabilities	60	(60)
(Increase)/decrease in inventories	104	510
Increase/(Decrease) in provisions	(68)	166
Increase/(Decrease) in land held for resale	(543)	(205)
Net cash provided by operating activities	5,376	11,198
Note 29 Financing arrangements		
Credit card facilities	100	100
Fixed rate loan facilities	930	1,264
Total facilities	1,030	1,364
Used facilities	939	1,275
Unused facilities	91	89

Note 30 Commitments

The Council has entered into the following commitments

2016	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Interest on loans	57	48	104	44	253
Garbage collection	472	481	1,502	-	2,455
Office equipment	15	15	11	-	41
Council Election	92	-	-	-	92
Total	636	544	1,617	44	2,841
Capital					
Drainage	110	-	-	-	110
Township improvements	45	-	-	-	45
Office Equipment	320	-	-	-	320
Buildings	275	-	-	-	275
Total	750	-	-	-	750

2015	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Interest on loans	76	57	124	125	382
Garbage collection	463	472	1,473	511	2,919
Office equipment	15	15	26	-	56
Total	554	544	1,623	636	3,357
Capital					
Roads and bridges	112	-	-	-	112
Drainage	92	-	-	-	92
Koondrook wharf	18	-	-	-	18
Library books	12	-	-	-	12
Swimming pools	45	-	-	-	45
Energy saving initiatives	5	-	-	-	5
Total	284	-	-	-	284

	2016 \$'000	2015 \$'000
Note 31 Operating leases		
(a) Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	15	15
Later than one year and not later than five years	26	42
	<u>41</u>	<u>57</u>
(b) Operating lease receivables		
The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.		
Future minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	260	272
Later than one year and not later than five years	1,095	1,110
Later than five years	1,497	1,382
	<u>2,852</u>	<u>2,764</u>

Note 32 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa
Salary information 4.25% pa
Price inflation (CPI) 2.5% pa.

Note 32 Superannuation (cont'd)

Vision Super has advised that the estimated VBI at 30 June 2016 was 102.0%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$130.8 million; and
- A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$71,200.

Note 33 Contingent liabilities and contingent assets

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 32. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Guarantees

The following Bank Guarantee is held by State of Victoria - Environment Protection Authority on behalf of Council:

Kerang Landfill Financial Assurance	11/04/2013	\$ 246,773
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Contingent assets

The following Bank Guarantees are held by Council for contract works being undertaken:

Primal Surfacing Pty Ltd CP 278 - Sealed Road Surfacing 1516	10/03/2016	\$ 20,800
Primal Surfacing Pty Ltd CP 278 - Sealed Road Surfacing 1516	10/03/2016	\$ 20,800

Note 34 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- Council have a policy for establishing credit limits for the entities Council deal with;
 - Council may require collateral where appropriate; and
 - Council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.
- Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 33.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 33, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 26.

Note 34 Financial instruments (cont'd)

(e) Fair value

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1% and -1% in market interest rates (AUD) from year-end rates of 2%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 35 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors	Councillor Lorraine Learmonth
	Councillor Neville Goulding
	Councillor Keith den Houting
	Councillor Neil Gannon
	Councillor Oscar Aertssen
	Councillor Brian Gibson
	Councillor Mark Arians

Chief Executive Officer	Eric Brasliss (From 27 July 2015)
	Amanda Hutchinson (Acting CEO, 5 - 16 October 2015)
	Geoff Rollinson (Acting CEO, 2 - 13 November 2015)
	Chris White (Acting CEO, 1 - 24 July 2015, 19 -30 October 2015)

(ii) Remuneration of Responsible Persons

The numbers of Responsible Persons whose total remuneration from Council and any related entities, excluding retirement benefits, fall within the following bands:

	2016 No.	2015 No.
\$1 - \$9,999	2	-
\$10,000 - \$19,999	1	2
\$20,000 - \$29,999	5	6
\$30,000 - \$39,999	1	-
\$40,000-\$49,999	1	-
\$60,000 - \$69,999	-	1
\$140,000 - \$149,999	1	1
	<u>11</u>	<u>10</u>

Total Remuneration for the reporting year for Responsible Persons included above amounted to:

\$	362,266	\$363,137
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(iii) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$139,000

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

	2016 No.	2015 No.
Income Range:		
<\$99,999	6	5
\$100,000 - \$119,999	1	2
	<u>7</u>	<u>7</u>

Total Remuneration for the reporting year for Senior Officers included above, amounted to

\$	492,534	\$	621,538
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(iv) Responsible persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of responsible persons was Nil (2015 - Nil)

Note 35 Related party transactions (cont'd)

(v) Loans to responsible persons

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a responsible person of the council, or a related party of a responsible person are as follows.

Nil

(vi) Transactions with responsible persons

During the period Council entered into the following transactions with responsible persons or related parties of responsible persons.

Nil

Note 36 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Sid Hutchinson, DipAcc
Principal Accounting Officer
Date : 14 September 2016

Kerang

In our opinion the accompanying financial statements present fairly the financial transactions of <Name> for the year ended 30 June 2016 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

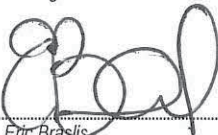
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Cr Lorraine Learmonth
Councillor
Date : 14 September 2016
Kerang



Cr Brian Gibson
Councillor
Date : 14 September 2016
Kerang



Eric Braslis
Chief Executive Officer
Date : 14 September 2016
Kerang

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Gannawarra Shire Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the Gannawarra Shire Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

The Councillors' Responsibility for the Financial Report

The Councillors of the Gannawarra Shire Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)


Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

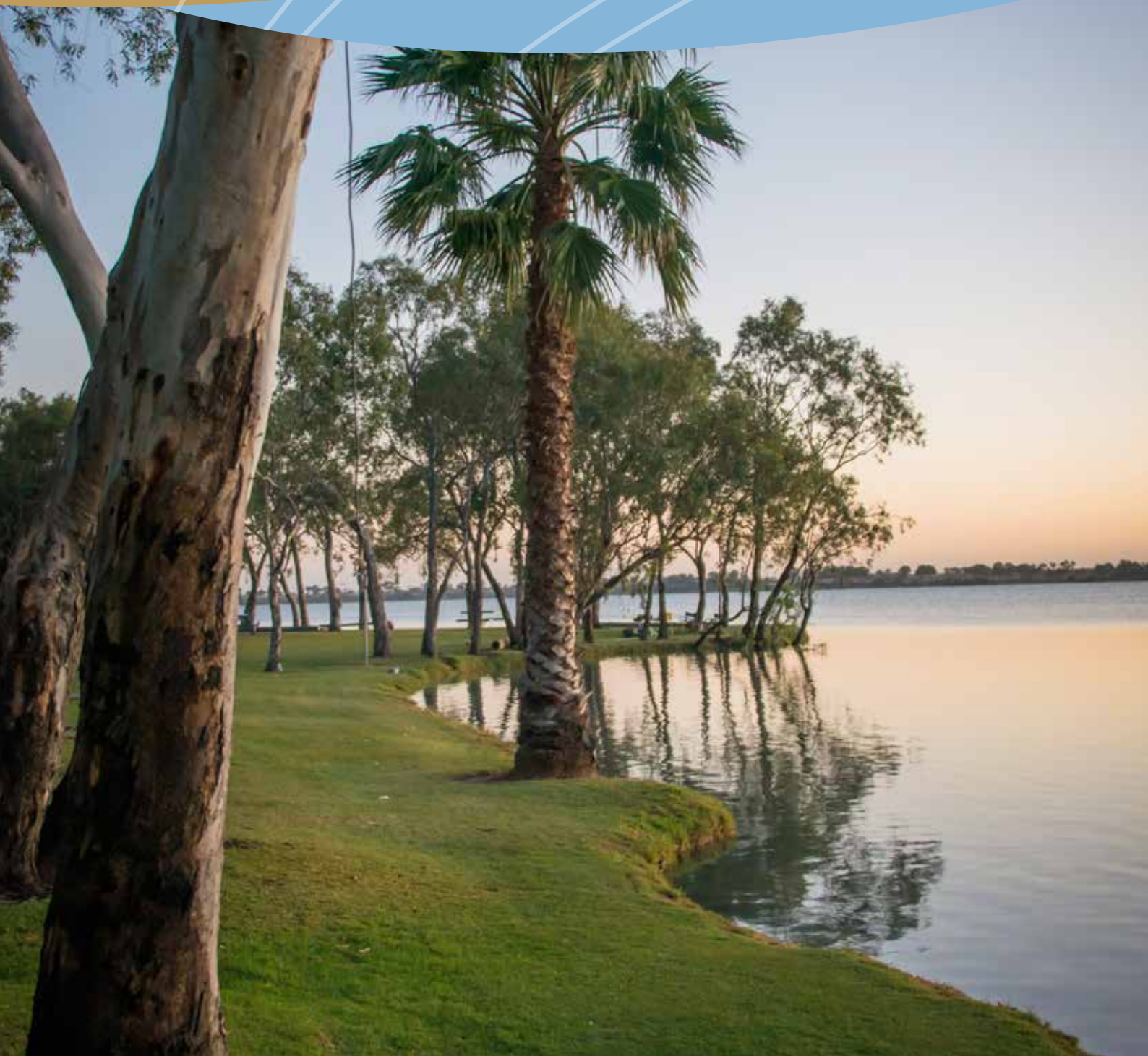
Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the Gannawarra Shire Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
16 September 2016


Dr Peter Frost
Acting Auditor-General

OUR PERFORMANCE



GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

DESCRIPTION OF MUNICIPALITY

BORDERED BY THE MURRAY RIVER TO THE NORTH, GANNAWARRA SHIRE IS APPROXIMATELY THREE HOURS FROM MELBOURNE AND AROUND ONE HOUR FROM THE NEIGHBOURING CENTRES OF SWAN HILL, ECHUCA AND BENDIGO. THE MUNICIPALITY IS 3,735 SQUARE KILOMETRES AND HAS A POPULATION OF 10,019 PEOPLE. THE POPULATION OF GANNAWARRA SHIRE HAS BEEN STEADILY DECLINING OVER THE PAST 10 YEARS, PARTLY DUE TO A STRUCTURAL SHIFT IN THE AGRICULTURAL SECTOR. GANNAWARRA SHIRE IS A DIVERSE LANDSCAPE OF LAKES AND RIVERS, RED GUM FORESTS, IRRIGATED PASTURE, BROAD ACRE DRY LAND FARM LAND AND MALLEE SCRUB. THE MAGNIFICENT NATURAL LANDSCAPES AND MEDITERRANEAN-STYLE CLIMATE MAKE IT IDEAL FOR AGRICULTURE AND OUTDOOR RECREATION. GANNAWARRA'S PRIMARY CENTRES ARE KERANG, COHUNA AND KOONDROOK. SMALLER OUTLYING COMMUNITIES INCLUDE LEITCHVILLE, QUAMBATOOK, MURRABIT, LAKE CHARM, LALBERT AND MYSTIC PARK.

SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED JUNE 2016

INDICATOR/measure	2015	2016	MATERIAL VARIATIONS
POPULATION			
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$2,388.66	\$2,419.00	No material variations
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$15,941.74	\$17,780.92	No material variations
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	4.46	4.41	No material variations
OWN-SOURCE REVENUE			
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,495.71	\$1,544.07	No material variations
RECURRENT GRANTS			
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$1,113.65	\$764.05	Distorted by advance payment of VGC in June 2015.
DISADVANTAGE			
Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	3.00	3.00	No material variations

DEFINITIONS

Adjusted underlying revenue means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED JUNE 2016

SERVICE/ <i>indicator/</i> measure	2015	2016	MATERIAL VARIATIONS
AQUATIC FACILITIES			
UTILISATION	2.16	2.72	Higher visitation to pools due to increased publicity
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]			
ANIMAL MANAGEMENT			
HEALTH AND SAFETY	25.00	7.00	Due to extensive campaign, compliance has increased throughout the Shire
Animal management prosecutions [Number of successful animal management prosecutions]			
FOOD SAFETY			
HEALTH AND SAFETY	100.00%	100.00%	No material variations
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100			
GOVERNANCE			
SATISFACTION	64.00	59.00	A drop in this area is a state-wide trend. GSC is still however above the state wide average and average for small rural councils
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]			
HOME AND COMMUNITY CARE (HACC)			
PARTICIPATION	50.96%	54.50%	Greater promotion of HACC services has seen an increase in client intake
Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100			
PARTICIPATION	17.02%	15.73%	No material variations
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100			
LIBRARIES			
PARTICIPATION	13.48%	19.45%	Active Library members increase is a result of the newly introduced summer reading program
Active library members [Number of active library members / Municipal population] x100			

GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED JUNE 2016

SERVICE/ indicator/ measure	2015	2016	MATERIAL VARIATIONS
MATERNAL AND CHILD HEALTH (MCH)			
PARTICIPATION	72.52%	79.19%	No material variations
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100			
PARTICIPATION	59.18%	69.49%	Participation by Aboriginal children has increased due to a strengthened partnership between Gannawarra Shire Council and MDAS as well as actively working with associated families
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100			
ROADS			
SATISFACTION	58.00	54.00	A drop in this area is a statewide trend. GSC is still however above the state wide average and average for small rural councils
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]			
STATUTORY PLANNING			
DECISION MAKING	33.33%	0.00%	There were no VCAT appeals during the reporting period
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100			
WASTE COLLECTION			
WASTE DIVERSION	33.44%	43.70%	An increase is attributed to the introduction of a permanent green waste service in three townships within the shire
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100			

GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

DEFINITIONS

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of the act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of the act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED JUNE 2016

DIMENSION/ <i>indicator/ measure</i>	2015	2016	FORECAST				MATERIAL VARIATIONS
			2017	2018	2019	2020	
EFFICIENCY							
REVENUE LEVEL							
Average residential rate per residential property assessment	\$1,080.80	\$1,203.49	\$1,227.56	\$1,288.94	\$1,301.83	\$1,314.85	No material variations
<i>[Residential rate revenue / Number of residential property assessments]</i>							
EXPENDITURE LEVEL							
Expenses per property assessment	\$3,461.86	\$3,621.39	\$3,576.91	\$3,632.02	\$3,675.90	\$3,766.96	No material variations
<i>[Total expenses / Number of property assessments]</i>							
WORKFORCE TURNOVER							
Resignations and terminations compared to average staff	6.75%	19.81%	6.29%	6.27%	6.25%	6.23%	Council undertook an organisational realignment in the 2015/16 year where several redundancies were made
<i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>							
LIQUIDITY							
WORKING CAPITAL							
Current assets compared to current liabilities	299.26%	236.11%	248.07%	215.01%	200.43%	156.82%	Advance payment of VGC inflated the cash and cash equivalents amount for 2014/2015
<i>[Current assets / Current liabilities] x100</i>							
UNRESTRICTED CASH							
Unrestricted cash compared to current liabilities	176.14%	137.38%	181.80%	157.42%	151.35%	112.25%	Unrestricted cash for 2014/2015 inflated by early VGC payment
<i>[Unrestricted cash / Current liabilities] x100</i>							
OBLIGATIONS							
ASSET RENEWAL							
Asset renewal compared to depreciation	138.50%	114.53%	114.27%	141.98%	102.38%	118.11%	Increase expenditure on new assets in 2015/16
<i>[Asset renewal expense / Asset depreciation] x100</i>							

GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED JUNE 2016

DIMENSION/ <i>indicator</i> / measure	2015	2016	FORECAST				MATERIAL VARIATIONS
			2017	2018	2019	2020	
OBLIGATIONS							
LOANS AND BORROWINGS							
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	11.50%	8.06%	6.41%	5.49%	4.59%	3.63%	No new borrowings undertaken together with loan paid out
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.35%	3.54%	1.90%	1.18%	1.15%	1.18%	No new loans undertaken
INDEBTEDNESS							
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	13.46%	12.24%	12.57%	11.62%	10.69%	9.81%	No material variations
OPERATING POSITION							
ADJUSTED UNDERLYING RESULT							
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	9.69%	-2.92%	14.01%	8.82%	5.73%	7.40%	Underlying deficit distorted by advance payment of VGC in 2014/15
STABILITY							
RATES CONCENTRATION							
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	40.96%	49.12%	42.76%	45.55%	47.23%	45.72%	Total revenue reduced by advanced VGC payment prior year leading to a greater percentage of rate revenue to total revenue
RATES EFFORT							
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.75%	0.77%	0.78%	0.76%	0.76%	0.74%	No material variations

GANNAWARRA SHIRE COUNCIL

Performance Statement 2016

FOR THE YEAR ENDED JUNE 2016

DEFINITIONS

Adjusted underlying revenue means total income other than—

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic

Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to

fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

BASIS OF PREPARATION

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014. Where applicable the results in the performance statement have been prepared on an accounting basis consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics). The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds of 10%.

Explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature. Council adopted the Council Plan and Strategic Resource Plan on 26 June 2013, the strategic resource plan was revised and adopted by Council on 22 June 2016. The forecast figures included in the performance statement are those adopted by council in the revised plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Sid Hutchinson, DipAcc
Principal Accounting Officer
Date:

In my opinion, the accompanying performance statement of the Gannawarra Shire Council for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cr Lorraine Learmonth
Councillor
Date: 14 September 2016



Cr Brian Gibson
Councillor
Date: September 2016



Eric Braslis
Chief Executive Officer
Date: 14 September 2016

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Gannawarra Shire Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Gannawarra Shire Council which comprises the statement, the related notes and the certification of the performance statement.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Gannawarra Shire Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)

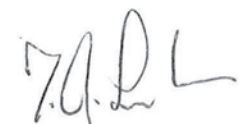
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Gannawarra Shire Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
16 September 2016


Dr Peter Frost
Acting Auditor-General

Glossary

Advocacy - Lobbying for the needs of the community through reasoned argument to the relevant authorities.

Asset - A physical component of a facility that has a value, enables a service to be provided and has an economic life greater than 12 months. Roads, halls and footpaths are assets.

Asset management - The processes by which Council collects and maintains a comprehensive database of asset conditions and uses this information to prioritise works funding and maintain existing assets at desired condition levels.

Business Excellence Framework - A framework or foundation used to create an environment for continuous improvement that leads to sustainable organisational success.

Capital works - Work undertaken to either renew, upgrade, or construct assets owned by the Gannawarra community. Renewal capital works extend the functional use of an existing asset by complete or part refurbishment or replacement. These works are usually carried out on an asset which is deteriorating to an unacceptable service level. Upgrade capital works intentionally improve the level of service provided by an existing asset, due to performance requirements having increased beyond current capacity.

Codes of conduct - Statements of how the Councillors and/or staff will interact and work with colleagues and the community.

Community plan - Plan developed by a community that outlines the community's priorities.

Community planning group - Group of community representatives who volunteer to oversee the implementation of the community plan in their community.

Community Satisfaction Survey - An independent annual survey of community satisfaction, jointly sponsored by the Department of Planning and Community Development (DPCD) and local governments.

Continuous improvement - Process of ensuring that review and improvement practises are built into operational activities.

Council Plan 2013-2017 - Plan written to guide Council's activities for a four-year period. Details the strategic directions and objectives for the municipality, and underpins all the decision making processes, policies and procedures of Council.

Depreciation and amortisation - An expense which recognises the value of a fixed asset as it is used up over time.

Employee benefits - Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, Work Cover and redundancy payments.

Equity - Residual interest in the assets of Council after the deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.

Expense - An outgoing payment made by Council.

Governance - How Council operates as a decision making body, its relationship with the administration, and the ways that Council engages with its community in this process.

Infrastructure - Physical assets required to enable the community to be connected and operational. This includes roads, drains, footpaths and public open spaces as well as public facilities and buildings.

Liabilities - Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.

Revenue - The amount of money that Council actually receives from its activities, mainly from rates and services provided to customers and ratepayers.

Risk management - Discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

Road Management Plan/Road Asset Management Plan - Plan developed to establish a management system for the public road functions that are the responsibility of the Council. The management system is based on policy and operational objectives and at the same time recognises resource limitations in undertaking the necessary levels of service and performance standards outlined in the plan.

Wards - The geographical area of Gannawarra Shire is broken into four electoral divisions named wards. Each ward has elected representatives.

Abbreviations and Acronyms

Index

CBD	Central Business District
CEO	Chief Executive Officer
CFA	Country Fire Authority
CO ₂	Carbon dioxide
CPI	Consumer Price Index
Cr	Councillor
DHHS	Department of Health and Human Services
EFT	Equivalent Full Time
EPA	Environmental Protection Agency
GLAM	Gannawarra Local Agency Meeting
GNETS Service	Gannawarra Non-Emergency Transport
HACC	Home and Community Care
KM	Kilometres
MAV	Municipal Association of Victoria
MDAS	Mallee District Aboriginal Services
MRGC	Murray River Group of Councils
NAIDOC Observance Committee	National Aboriginal and Islander Day
NBN	National Broadband Network
NCCMA Authority	North Central Catchment Management
NDCHS	Northern District Community Health Service
OHS	Occupational Health and Safety
RAMSAR	The Ramsar Convention is an international treaty for the conservation and sustainable use of wetlands. It is also known as the Convention on Wetlands. It is named after the city of Ramsar in Iran, where the Convention was signed in 1971.
SES	State Emergency Services
VFF	Victorian Farmers Federation

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