



GANNAWARRA
Shire Council

KERANG

COHUNA

KOONDROOK

LAKES DISTRICT

MURRABIT AND DISTRICT

LEITCHVILLE

LALBERT

QUAMBATOOK

MACORNA

TRAGOWEL

ANNUAL 2021 REPORT



WELCOME TO GANNAWARRA SHIRE COUNCIL'S ANNUAL REPORT 2021

Gannawarra Shire Council's Annual Report provides our community with comprehensive and transparent information on Council's operational, financial, environmental and social performance during the 2020/21 year.

All councils are required by the *Local Government Act 2020* to prepare an Annual Report each financial year which is compliant with the *Local Government Performance Reporting Framework (LGPRF)*.

This Annual Report documents Council's highlights, our achievements and our response to emerging challenges.

NEED AN EXTRA COPY?

Additional copies of the Annual Report can be obtained by:

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

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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.

A photograph of two young women with long blonde hair sitting on a wooden deck. They are both holding wine glasses and looking out towards a lush green forest. The woman on the left is wearing a patterned top, and the woman on the right is wearing a white tank top and denim shorts. The deck has dark blue cushions and a wooden railing. The background is filled with tall trees and green foliage.

COVER IMAGE: Koondrook Primary School students undertook an indigenous art workshop at Koondrook Retreat in April 2021.

BELOW: Located on the banks of Gunbower Creek, Koondrook Retreat – the Gannawarra’s nature based tourism hub – opened to the public in December 2020

ABOUT COUNCIL

ABOUT GANNAWARRA

Located in northwestern Victoria, the Gannawarra boasts a diverse regional economy and significant natural assets such as Gunbower National Park, the Murray River, Gunbower Creek and Kerang Lakes.

Bordered by Swan Hill to the north, Buloke to the west, Loddon and Campaspe to the south and the

Murray River to the east, the

Gannawarra contains two central towns – Kerang and Cohuna-



and numerous smaller settlements, including Koondrook, Quambatook, Leitchville, Lalbert, Lake Charm, Macorna, Murrabit and Mystic Park (Kangaroo Lake).

Serviced by the Loddon Valley and Murray Valley highways, the Gannawarra is 1.25 hours by car from Bendigo, 40 minutes by car from Swan Hill and 3 hours' drive from Melbourne. Regular passenger rail services also exist from Kerang to Swan Hill and Bendigo, with connections to Melbourne.

Due to its proximity to the Torrumbarry Irrigation System and the eastern fringe of the Mallee cropping region, the Gannawarra enjoys a diverse economy with representation

across all sectors - including dairy, cropping, livestock, retail trade, manufacturing and government services such as healthcare and education. The Gannawarra also boasts emerging opportunities in areas such as nature based tourism and renewable energy.

The Gannawarra is renowned for its strong community pride, thanks to our communities' efforts to motivate and inspire each other to make the region a great place to live, visit and do business.

Our People:

Our primary centres are Kerang, Cohuna and Koondrook. Smaller outlying communities include Leitchville, Quambatook, Murrabit, Lake Charm, Lalbert, Macorna and Mystic Park. Our small communities each have their own unique identity.

Our communities are:

Vibrant | Supportive
Innovative | Creative | Proud

Our Population:

50.2%
Female

49.8%
Male



Median age: 49

Area: 3,736 sq kilometres

Age:

0-4
years

5-14
years

15-19
years

20-64
years

65+
years

4.8%

11.1%

5.9%

50.5%

27.6%



VISION

Building upon our strengths of people, place and pride to inspire a positive future together.

MISSION

Together with our community we will capitalise on our natural assets, support our business and agricultural sector and deliver quality services to our community.

VALUES

BE COLLABORATIVE

We will work closely with our community using our collective skills and knowledge to build a positive future. Together with our partners we will deliver great things to our community.

BE RESOURCEFUL

We will be resourceful and resilient, employing creative problem solving to our challenges. We will plan and be prepared for when opportunities present.

BE INNOVATIVE

We will embrace new ideas and technology to deliver quality services to our community at a lower cost. We will make time to consider the big issues and actively seek creative solutions.

... AND WE WILL LISTEN

We will listen to our community and use our collective knowledge and sound judgement to respond and close the loop.



Gannawarra Shire Council acknowledges the Barapa Barapa, Yorta Yorta and Wamba Wamba people as the traditional owners of the land now known as Gannawarra.

We pay our respects to Elders past, present and emerging and acknowledge their rich culture and connection to Country.

Aunty Esther Kirby OAM completed a piece of artwork during the opening of Koondrook Retreat in December 2020

MAYOR'S MESSAGE

Welcome to Gannawarra Shire Council's *2021 Annual Report*, which highlights Council's achievements during the 2020/21 financial year.

This Annual Report assesses Council's performance against the *Gannawarra Shire Council Plan 2017-2021's* strategic objectives, split into five priority areas:

- Connectivity
- Economic Diversity, Growth and Prosperity
- Sustainable Natural and Built Environments
- Good Governance and a Healthy Organisation
- Strong Healthy Communities

Council's role in achieving these strategic objectives involves:

- Acting as a representative government by taking into account the diverse needs of the local community in decision making;
- Providing leadership by establishing strategic objectives and monitoring their achievement;
- Maintaining the viability of Council by ensuring that resources are managed in a responsible and accountable manner;
- Advocating the interests of the local community to other communities and governments;
- Acting as a responsible partner in government by taking into account the needs of other communities; and
- Fostering community cohesion and encouraging active participation in civic life.

HIGHLIGHTS

Like the 12 months prior, the 2020/21 financial year provided Council and the wider community with additional challenges, due largely to the COVID-19 pandemic.

The Gannawarra has endured three significant lockdown periods that impacted on our economy and social connectivity, however it is pleasing to see residents, community groups and Council unite to support each other as we look to begin our recovery.

OUR NEW COUNCIL

The 2020/21 financial year coincided with the 2020 local government elections, which saw 15 residents nominate as candidates. From this, six new representatives – Kelvin Burt, Travis Collier, Keith Link Jane Ogden, Garner Smith and Ross Stanton – helped form the current Council in November 2020. This new-look group of Councillors have taken up their roles with vigor and are working toward building a better Gannawarra.

It is important to note the efforts of the previous Council, with former Mayors Brian Gibson and Lorraine Learmonth, as well as former councillors Jodie Basile, Jenny Fawcett, Andrew Gibbs and Steve

Tasker, all playing a role in supporting the community during their terms.

MAJOR PROJECTS COMPLETED AND KEY SERVICES PROVIDED

Residents from throughout the Gannawarra benefited from the work undertaken by Council staff during 2020/21, highlighted by the completion of many significant projects.

The largest of those occurred at Koondrook, with the opening of Koondrook Retreat highlighting the Gannawarra as Victoria's nature based tourism destination, whilst the Cohuna Beach development is also proving to be a drawcard for visitors.

Works associated with the \$3.4 million Cohuna CBD and Waterfront Connections Project and \$1.317 million Kerang CBD Redevelopment – Stage 2 began in 2020/21, with both projects to rejuvenate two of the Gannawarra's major towns.

Council continued to provide key services during 2020/21. These services support the Gannawarra Shire's most vulnerable residents throughout the COVID-19 pandemic and included Maternal and Child Health, aged and disability support, children's services, immunisations, libraries, and arts and culture.

It was pleasing that despite the COVID-19 pandemic, Council was able to deliver projects and initiatives supported by a \$2 million contribution from the Federal Government's Drought Communities Programme – Extension. This funding has supported the implementation of more than 60 projects, ranging from community facility upgrades to community events and support programs. No matter how big or small these projects are, it is pleasing to see the community's response when these initiatives are completed.

COPING WITH COVID-19

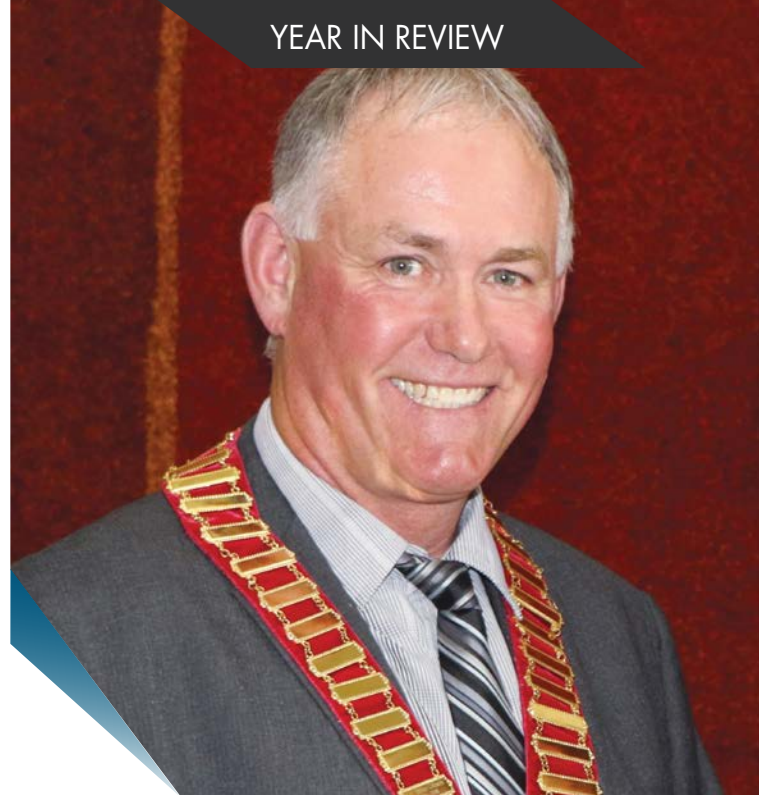
Council played a proactive role in supporting the community by providing key services and leading Relief and Recovery efforts. This included the expansion of the Gannawarra Community Resilience Committee and the development and implementation of a *Gannawarra COVID-19 Relief and Recovery Plan*. This transitioned to a *Gannawarra Community Resilience Action Plan 2021-2023*; a document which will guide the community's recovery- both socially and economically, as Council continues to support the community to recover from the COVID-19 pandemic.

Other measures Council undertook during 2020/21 included the extension of measures outlined in the *COVID-19 Hardship Policy*, reduced or waived certain fees and continued to promote assistance available.

ADVOCATING FOR OUR COMMUNITIES

Behind the scenes, Council has played a major role advocating for the community's needs, including the importance of financial stability and healthy communities.

Mayor Charlie Gillingham showed State Minister for Regional Development, The Hon Mary-Anne Thomas MP, fellow Councillors and Council staff around Apex Park, Cohuna in March 2021



Council's continued campaigning for the Gannawarra to become the renewable energy capital of Victoria moved one step closer in late 2020, with the Federal and State governments committing to invest in KerangLink. This will enable current and future large-scale renewable energy projects to be constructed within the municipality and across northwestern Victoria.

A TEAM EFFORT

Many of the achievements highlighted not just in my message, but this Annual Report, would not be possible without the leadership of Council Chief Executive Officer, Tom O'Reilly and Council staff. To achieve so much whilst managing the various challenges associated with the COVID-19 pandemic is a credit to their dedication to the Gannawarra, its residents and the community.

LOOKING FORWARD

The experiences and successes of 2020/21 has provided Council with the experience to meet the needs and expectations of the community as we move into 2021/22.

The 2021/22 Budget features a record \$16.542 million capital works program that will support transformational projects across the Gannawarra.

Guiding the Gannawarra's recovery from the COVID-19 pandemic will continue as a major focus for the 2021/22 financial year and Council looks forward to continuing to work closely with the community on initiatives that continue to make the Gannawarra a great place to live and visit.

Cr Charlie Gillingham
Mayor

CEO MESSAGE

On behalf of Gannawarra Shire Council, it is a great pleasure to present Council's Annual Report for 2020/21.

I am proud of this organisation and its achievements in instilling hope and confidence throughout the Gannawarra.

I am also proud to be part of the Gannawarra Shire community – one that continues to excel and achieve the objectives outlined in the *Gannawarra Shire Council Plan 2017-2021*.

As Chief Executive Officer, I am responsible for:

- Establishing and maintaining an appropriate organisational structure for Council;
- Ensuring that the decisions of Council are implemented without undue delay;
- The day to day management of the Council's operations in accordance with the *Gannawarra Shire Council Plan 2017-2021*;
- Developing, adopting and disseminating a Code of Conduct for Council staff; and
- Providing timely advice to Council.

HIGHLIGHTS

Looking back on 2020/21, the past 12 months have proven to be one of our most challenging years, but also one of our most productive in relation to service and infrastructure delivery. This is highlighted by the delivery of a record number of capital works projects, another consecutive year of underlying surplus and increased employment opportunities thanks to positions created by our growing National Disability Insurance Scheme (NDIS) clientele.

COVID-19 AND OUR STAFF

Like all facets of society, Council was impacted by the COVID-19 pandemic, with our Council team

accepting the changing circumstances that came with the various lockdown periods. For many staff, this meant working from home for most of the 2020/21 financial year, whilst others had to manage work responsibilities alongside remote learning commitments. The pandemic produced extra challenges for our Operational Services, Community Service and Children's Services teams, which continued to operate throughout the COVID-19 pandemic and took on added responsibilities for the betterment of the community.

Despite this, the experience of the past 12 months has shown that we are here to support each other, and, as a community, we will emerge from the pandemic stronger and more resilient.



Manager Economic Development, Roger Griffiths (left), Aunty Esther Kirby OAM and Council Chief Executive Officer, Tom O'Reilly at the opening of Koondrook Retreat in December 2020

GRANT SUCCESS

Council experienced an extraordinary year of success in securing grants for projects large and small, which included safety improvements at Kerang's Atkinson Park, power upgrades at the Cohuna Waterfront Caravan Park and the Sustainable Water for Quambatook Project, which will provide an aquatic oasis for residents and visitors.

This achievement is not something that is brought about in one year – it reflects the work undertaken as a partnership between Council and the community across many years to develop a list of key projects and having these projects “shovel ready”. These efforts have made it easier for our State and Federal counterparts to support these projects, especially during a period where various stimulus packages have been available to support the economy during the COVID-19 pandemic.

TRANSFORMATIONAL PROJECTS

The grants received in the past 12 months, as well as previous funding announcements, are helping to transform the Gannawarra. Projects such as the Koondrook Retreat and Cohuna Beach are providing a point of difference for visitors to the region, whilst the Kerang CBD Redevelopment – Stage 2 and the Cohuna CBD and Waterfront Connections Project will rejuvenate the Gannawarra's two major towns.

Efforts to make our recreational spaces inclusive for all are underway, with construction of the Gannawarra's first all abilities play space – located in Koondrook – beginning in 2020/21. This will be the first of three spaces within the Gannawarra, with construction of similar facilities at Cohuna and Kerang to begin in 2021/22.

However, the greatest benefit to the community has been the 100 additional projects completed between January 2020 and June 2021 as part of funding from the Federal Government's Drought Communities Programme – Extension. These efforts, completed alongside our Capital Works program, have provided greatly enhanced improvements and additional facilities for all our Gannawarra communities.

RECOGNITION AT STATE AND FEDERAL LEVEL

The Gannawarra continues to be recognised at both State and Federal level for our efforts in supporting the community. During 2020/21 Council was shortlisted for various awards, with improvements to the Koondrook CBD being a finalist in the Planning Institute of Australia – Victoria Awards and the LGPro Awards for Excellence.



Council's role as a National Disability Insurance Scheme provider – one of only five local governments in Victoria – continues to be recognised, with the service shortlisted as a finalist in the 2020 National Local Government Award for Progressive Community Leadership. Since its introduction in 2019, this service has provided much-needed support to the most disadvantaged in our community, which is a credit to all staff involved in this team.

Council also strives to support staff development, evident by Aquatics Officer, Kieran Schneider winning the Victorian 2021 LGPro Awards for Excellence Young Achiever Award and Council's representation in the Australasian Management Challenge for a second consecutive year.

TEAM GANNAWARRA

As a small rural council, we continue to outperform other municipalities when it comes to award recognition, grant support and project delivery. This would not be possible without the dedication of our team, who all care about the Gannawarra and strive to make this a place where residents can be proud to live, work and play.

Looking forward, thanks to our investment in transformational projects, the breadth of services we provide and nature based tourism opportunities that are themed through our infrastructure, the liveability of the Gannawarra will continue to be an attraction for people to make the move to our wonderful municipality.

Tom O'Reilly
Chief Executive Officer

2020/21 HIGHLIGHTS

JULY

- Council services impacted by COVID-19 restrictions resumed in-person attendance following the easing of restrictions
- Governor of Victoria, Linda Dessau AC conducted a virtual tour of the Gannawarra Shire (below)
- Mayoral Listening Post program held throughout the municipality
- Residents were asked for their views on how they were coping during the COVID-19 pandemic via a COVID-19 Community Health, Wellbeing and Recovery Survey



- Council engaged with Coliban Water and community groups regarding the smooth transition of the Cohuna Airfield Licence to a community-managed model
- Fifteen projects shared in \$57,704 of funding thanks to Round 3 of the *Gannawarra Community Resilience Grants Program*
- Construction of the Cohuna Beach precinct began
- The State Government announced it would provide \$250,000 from the *Community Facilities Program* towards the \$600,000 redevelopment of the Cohuna Skate Park
- Council's Operations Team received the *Pride of Workmanship award* from the Rotary E-club of Southern Scotland
- Council meetings were livestreamed on Council's website for the first time
- Works to replace Appin South bridge, which spans the Loddon River, with a dual-lane concrete structure were completed
- A *Gannawarra COVID-19 Relief and Recovery Plan* was endorsed by the Gannawarra Community Resilience Committee to guide the community relief and recovery efforts, focused on ongoing drought and COVID-19

AUGUST

- Changes to Council services were implemented following the State Government's re-introduction of Stage 3 COVID-19 restrictions
- Council announced further financial assistance for businesses and community groups affected by COVID-19 restrictions, waiving or reducing food and health-related registration fees
- Cohuna Pre-School, Gannawarra Shire Children's Centre, Gannawarra Family Day Care Service and Koondrook Pre-School achieved recognition in the Sun Protection priority area of the *Victorian Healthy Early Childhood Services Achievement Program* (right)
- Cohuna and Kerang were announced as locations for the installation of electric vehicle charging facilities thanks to the State Government's \$2.7 billion *Building Works* program
- Council was successful in obtaining \$100,000 under the *Infrastructure Support Program* to improve

the delivery of Council meetings, Community Engagement and Remote Services in the COVID-19 environment

- Council established the Audit and Risk Committee, with a broader focus that includes oversight on finances, risk, internal control environment, fraud, audits and compliance



SEPTEMBER

- Community consultation for the Cohuna CBD and Waterfront Connections project commenced and the Kerang CBD- Stage 2 redevelopment project began
- Working with Coliban Water, Council facilitated the handing of the Cohuna Airfield licence to the Lions Club of Cohuna; a community-led management committee
- Leitchville Pre-School won the *Victorian Smiles 4 Miles Dental Health Week Competition*
- Twenty-two organisations shared in \$83,500 of funding thanks to Council's 2020 *Community Grants Program*
- Council facilities impacted by restrictions started reopening following the easing of State Government COVID-19 restrictions
- Council agreed to extend support provided by the *COVID-19 Hardship Policy* for a further six months
- *Community Engagement Strategy 2020-2025* was adopted by Council
- *Domestic Wastewater Management Plan 2020-2024* was adopted by Council
- Tourism marketing television advertising campaign launched
- Council supported the launch of a *Women in the Warra* Health Promotion Campaign, running from Women's Health Week in September through to Christmas



OCTOBER

- Council confirmed it would allocate its \$1.157 million portion from the Federal Government's *Local Roads and Community Infrastructure Program*, provided in the 2020/21 Budget, to the Murrabit Stormwater project
- Works on the \$3.4 million Cohuna CBD and Waterfront Connections project began with improvements to parking at Apex Park, the installation of a roundabout at the intersection of Cohuna Island and Tennis roads, and the realignment of Tennis Road (below left)
- Council received \$250,000 for the State Government's *Local Councils Outdoor Eating and Entertainment Package (LGA Stream)* to support businesses with outdoor dining infrastructure and assist with COVIDsafe requirements
- Community consultation regarding the *Gannawarra Arts Trail* started
- The annual *Gannawarra Walk to School program* occurred, with a new format implemented due to COVID-19 restrictions
- Fran Crosbie and Alison McKenzie were recognised for devoting 50 years of service to the Gannawarra Meals on Wheels program (above)
- Former Yarran Ward Councillor, Lorraine Learmonth received the *Municipal Association of Victoria Mayor Emeritus Award*, recognising her three terms as Gannawarra Shire Council Mayor
- Following the further easing of COVID-19 restrictions, Gannawarra Library Service branches re-opened to the public for the first time since August 2020
- Seniors Festival morning teas were held at Gannawarra Library Service's Cohuna and Kerang branches



NOVEMBER

- Cr Kelvin Burt (Patchell Ward), Cr Travis Collier (Patchell Ward), Cr Charlie Gillingham (Avoca Ward), Cr Keith Link (Yarran Ward), Cr Jane Ogden (Patchell Ward), Cr Garner Smith (Yarran Ward) and Cr Ross Stanton (Murray Ward) were elected to Council following the outcome of the 2020 Gannawarra Shire Council elections
- Cr Charlie Gillingham was elected Gannawarra Shire Council Mayor, with Cr Garner Smith elected Deputy Mayor
- Council's NDIS services was shortlisted as a finalist in the *2020 National Awards for Local Government's Minister for Local Government's Award* for Progressive Community Leadership
- Koondrook nominated for the *Planning Institute of Australia - Victoria's The Great Place Award*
- The Federal and State governments commit to KerangLink, which will enable current and future large-scale renewable energy projects to be constructed within the municipality and across northwestern Victoria
- Following the further easing of COVID-19 restrictions, the Kerang Exercise Pool re-opened to the public for the first time since March 2020
- Council secured \$71,840 from the State Government's *Community Safety Infrastructure Grant* for the \$74,840 *Atkinson Park - A Safer Precinct for All* project
- Work on the \$1.317 million Kerang CBD Redevelopment – Stage 2 began
- Cohuna Beach opened
- Gannawarra Goes Orange campaign began, with landmarks throughout the municipality turning orange to promote the prevention of family violence
- Community consultation regarding the *Gannawarra Aquatic Strategy 2021-2031* started
- *A Migrant's Son* performance broadcast, marking Council's first Arts and Culture event to be held virtually
- An online *Take a Wellbeing Vacation* workshop was held for women across the Gannawarra

DECEMBER

- Koondrook Retreat opened (pictured)
- Gannawarra Library Service's *Story Time* program resumed as in-person events, with Christmas-themed sessions held at Cohuna and Kerang
- Works to improve the intersection of Cohuna Island and Tennis roads, Cohuna were completed
- Council received \$645,300 from the State Government to improve infrastructure to support the rollout of funded three-year-old kindergarten programs in 2022. This included \$600,000 towards the \$725,000 Gannawarra Shire Children's Centre, Kerang building extension, as well as \$45,300 for internal works at the Cohuna and District Preschool Centre
- The *Have Your Say* section of Council's website was created, enabling greater engagement between Council and residents on major projects
- Extensive tourism marketing radio advertising campaign launched across the ACE Radio network



JANUARY

- Volunteers resumed assisting with Council's Meals on Wheels program following an easing of COVID-19 restrictions
- Australia Day celebrations were held across the municipality in a COVIDsafe manner
- Myall resident, Pattie McDonald was named Gannawarra Shire Council's 2021 *Citizen of the Year*, with Cohuna resident, Tayla Hore announced as the 2021 Gannawarra Shire Council *Young Citizen of the Year* (right)
- Gannawarra Library Service held a *Splish Splash Story Time* session at the Leitchville Swimming Pool
- Community engagement for the development of the *Gannawarra Shire Council Plan 2021-2025* and *Community Vision* began
- Council received \$85,000 from Round 2 of the State Government's *Caravan and Camping Grants program* to support electricity upgrades at the Cohuna Waterfront Holiday Park
- Council received \$355,125 to employ eight people under the *Working for Victoria project*



FEBRUARY

- Council's Social Meals and Warra Waders swimming programs resumed following the easing of COVID-19 restrictions
- Changes to Council services were implemented following a five-day COVID-19 lockdown
- Construction of the Cohuna Skate Park began
- Community engagement for the development of the *Gannawarra Shire Council Plan 2021-2025* and *Community Vision* continued
- Council's Aquatics Officer, Kieran Schneider was presented the 2021 *LGPro Young Achiever of the Year Award* (left)
- The Koondrook CBD Redevelopment was a finalist in the 2021 *LGPro Community Assets & Infrastructure Initiative (projects \$2.5m and under) Award*
- Business Workshops held at Cohuna and Kerang

MARCH

- State Minister for Regional Development, the Hon Mary-Anne Thomas MP visited Cohuna to inspect works at Apex Park (below)
- Council meetings reopened to the public following the easing of COVID-19 restrictions
- Council's Arts and Culture program was rebranded, with the *Creative Gannawarra* program aiming to encourage community participation in the planning and delivery of creative projects
- Construction of the Koondrook All Abilities Playground began
- Thirteen community groups shared in \$35,002 of funding from Round 4 of the *Gannawarra Community Resilience Grants Program*
- Six community infrastructure projects shared in \$251,732 in funding from *Council's Major Community Projects Fund*
- Council agreed to extend support provided by the *COVID-19 Hardship Policy* for a further three months



APRIL

- In-house activities at Gannawarra Library Service branches resumed, including school holiday program events and the Rhyme Time/Story Time programs following the easing of COVID-19 restrictions
- Council's monthly meeting, held at Cohuna, was the first meeting to be held outside of Kerang since October 2017, and the first to be held at Cohuna since April 2017
- Concept designs for the Cohuna Waterfront Connection Project were released, with community feedback sought
- Fluoride was added to Cohuna town water supply thanks to a partnership between the Department of Health and Human Services, Coliban Water, local community health partners, and Council
- Kangaroo Lake hosted the first jetski race event in Victoria for 10 years



MAY

- *National Family Day Care Week* celebrations were held
- The Gannawarra Library Service's Author Talks program resumed, headlined by *Miles Franklin Award* winner, Sofie Laguna
- Gannawarra Shire Children's Centre and Council-managed kindergartens celebrated National Simultaneous Storytime
- Revised design of the Kerang CBD Redevelopment – Stage 2 was released
- The 2021 edition of the *School Transition in Gannawarra* guide was launched (right)
- Council supported fifty primary school students from across Gannawarra to attend the *GRIP Student Leadership* program



- Changes to Council services were implemented following a seven-day COVID-19 circuit breaker period



JUNE

- Cohuna Skate Park redevelopment completed
- The final design for the Cohuna Waterfront Connection Project unveiled
- The State Government announced \$1 million of funding towards the \$1.1 million Sir John Gorton Precinct All Abilities project
- The State Government announced \$2.05 million of funding towards the \$2.4 million Sustainable Water for Quambatook project (above)
- Council adopted the 2021/22 Budget, which will support \$16.179 million worth of capital works projects
- Council agreed to extend support provided by the *COVID-19 Hardship Policy* for a further three months
- The Leitchville Memorial Hall hosted *Jude Perl – I Have a Face*, with the show the first *Creative Gannawarra* event to be both held live in person and also livestreamed online
- Business Workshops held at Cohuna and Kerang

GANNAWARRA SERVICES SNAPSHOT 2020/21



CHILDREN'S SERVICES

2,700 hours of Long Day Care a week
1,695 hours of 4-year-old kindergarten a week
93 hours of 3-year-old kindergarten a week
778 hours of Family Day Care a week



COMMUNITY CARE

903 clients serviced in home
14,138 hours of domestic care
25,466 hours of personal care
17,507 hours of respite care
14,962 Meals on Wheels delivered
8,863 social meals provided
2,788 hours of property maintenance
2,283 hours of planned activity group events conducted
80 clients transported to medical appointments (GNETS)



L2P PROGRAM

12 Learner Drivers obtained their P Plates
4 volunteer drivers enabled **24** learner drivers to record **119** hours of driving experience



COMMUNITY GRANTS

\$83,500 provided to 22 groups through the Community Grants program
\$92,706 provided to 28 groups through Round 3 and 4 of the Gannawarra Community Resilience Grants program
\$11,100 distributed to 32 groups through Round 1 of the re-Connect with your Gannawarra program targeted at playgroups, Men's Sheds, public hall committees, Neighbourhood Houses, community planning groups and organisations producing community newsletters
\$251,732 provided to six community projects through the Major Community Projects Fund



LIBRARY

501 computer bookings
2,754 inter library loans from other libraries
4,199 loans to other libraries
236 new members
39,014 library collection item loans
2,599 new titles added
546 tourism enquiries answered
118 programs attended by **1,074** children and adults
 Borrowing of e-audio and e-book resources increased by **14.27%** from the previous year, up from **3,586** to **4,098**



CUSTOMER SERVICE

48,775 incoming calls received, of these **54.42%** were solved at first point of contact
6.33% second average to answer telephone
305 Live chats



LOCAL LAWS

45 animals released back to their owners (**35** dogs, **10** cats)
194 animals re-housed (**27** dogs, **167** cats)
100 wild cats seized
53 Notices to Comply issued



IMMUNISATION

100% of children under 63 months (5.25 years) living in the Gannawarra Shire were fully immunised compared to the state average of **94.8%** and Australian average of **94.17%**
2,589 vaccinations were administered to **1,317** people through Council's immunisation program
44 immunisation sessions held
796 influenza shots administered as part of the 2021 influenza program
30 workplaces participated in the 2021 workplace influenza program



MATERNAL CHILD HEALTH

99 babies born
33 families experienced the birth of their first baby
853 Key Ages and Stages consultations completed
172 additional consults made, with the top two reasons being communication, growth and development



MYWARRA WEBSITE

1,348 users
1,521 sessions
2,124 page views
 Average session duration of **36** seconds



ROADS

29.27 kilometres of roads re-sheeting completed
5.82 kilometres of sealed road rehabilitation
578.7 square metres of footpath replaced
917 metres of kerb and channel replaced
699 metres of new kerb and channel created as part of Cohuna Island Road project
650 kilometres of roads graded
 Maintenance works conducted on **1,555** signs
4,064 kilometres of sealed roadside shoulders slashed
169,030 square metres of sealed roads resealed



SWIMMING POOLS

20,025 visitors to Kerang Outdoor Pool
10,291 visitors to Cohuna Outdoor Pool
3,681 visitors to Kerang Exercise Pool



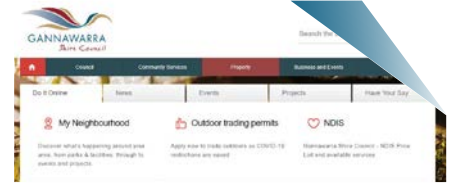
TOURISM

5,923 visitors to Gannawarra Shire Council-managed visitor centres
5% of visitors to the Gateway to Gannawarra Visitor Centre were from interstate
0.1% of visitors to the Gateway to Gannawarra Visitor Centre were international travellers
13,445 visits to thegannawarra.com.au tourism website by **10,600** users
30,346 website pages were viewed
 Approximately **208** volunteer hours provided at the Gateway to Gannawarra Visitor Centre



WALK TO SCHOOL PROGRAM

6 schools participated in a Council-run Gannawarra Golden Shoe Trophy competition.
 Trophies were presented to the class with the highest participation walking and riding to school, or the school bus, throughout October 2020.
 Participating schools were Kerang Christian College, Kerang Primary School, Kerang South Primary School, Koondrook Primary School, St Joseph's Primary School and St Mary's Primary School, Cohuna



COUNCIL WEBSITE

70,350 users across sessions
 Average session duration of **1** minute, **32** seconds
60.52% of visits made on mobile phone/tablet, with **39.48%** of visits made via a desktop device
 Most popular pages were Home (**35,605**), Wear a mask and help stop the spread of COVID-19 (**17,418**) and Contact Us (**7,020**)



SOCIAL MEDIA

Gannawarra Shire Council main Facebook page **4,085** likes
 Gannawarra Library Service Facebook page **621** likes
 Gannawarra Healthy Lifestyles, Healthy Communities Facebook page **345** likes
 MyWarra Facebook page **589** likes
 Gannawarra Children's Centre Facebook page **607** likes
 Creative Gannawarra Facebook page **286** likes
 @GannawarraShire Twitter page **902** followers
 Gannawarra Instagram @thegannawarra **936** followers
 Gannawarra Shire Council LinkedIn page **811** followers
NOTE: Figures taken on 30 June 2021

FINANCE MESSAGE

TOTAL REVENUE	\$36.27 million
TOTAL EXPENDITURE	\$32.96 million
SURPLUS	\$3.31 million
TOTAL ASSETS	\$233.79 million
TOTAL LIABILITIES	\$10.93 million
EQUITY	\$222.86 million
NET CASH FROM OPERATING ACTIVITIES	\$16.16 million
INDEBTEDNESS RATIO	8.36%

OPERATING POSITION

Council has achieved a surplus of \$3.31 million in 2020/21- a decrease on the budgeted surplus of \$4.6 million. The reasons for this decrease include the non-cash impact of assets disposed during the year, additional staff leave provisions and some unsuccessful grant applications.

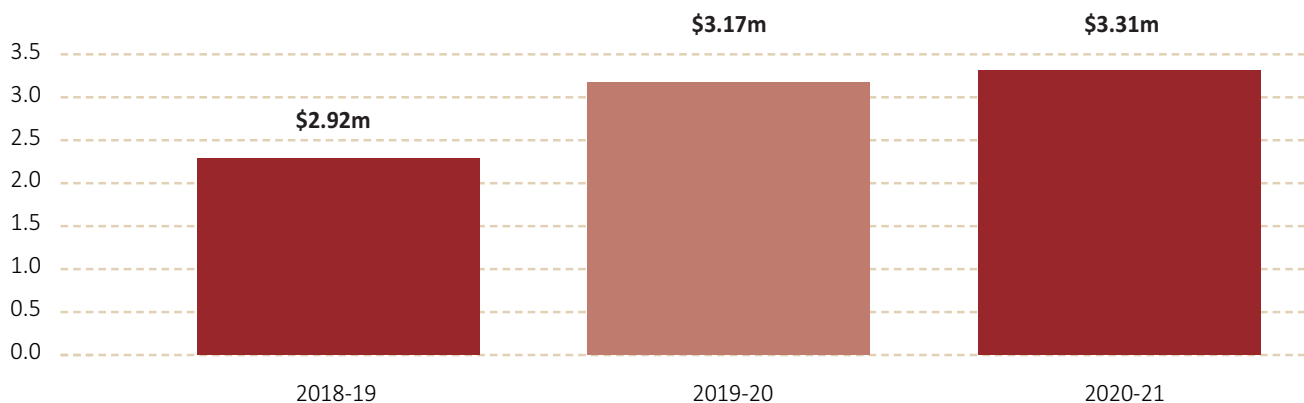
During the year, Council received \$4.9 million as part of the State and Federal Government's response to the COVID-19 Pandemic. Part of this has been treated as unearned income in line with the Accounting Standards. Budgeted new borrowings did not eventuate as a result of additional capital grants received as part of the COVID-19 stimulus response

CAPITAL WORKS

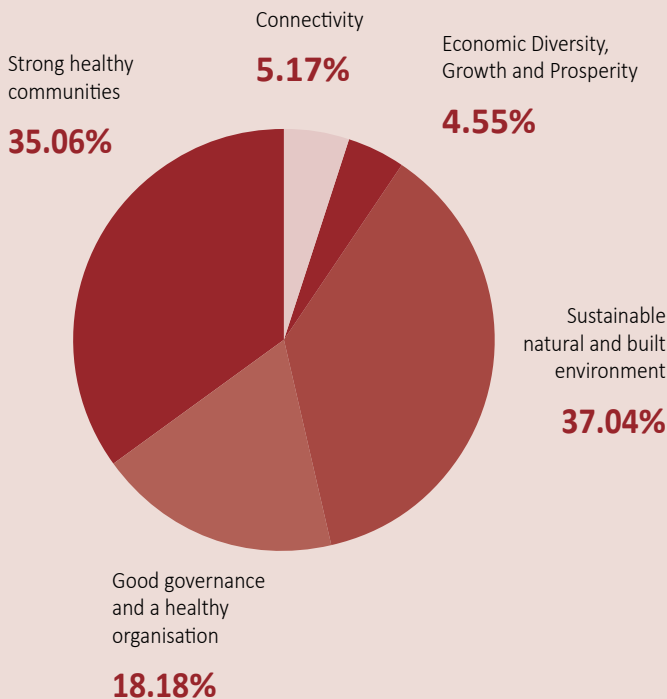
Council aims to maintain its infrastructure assets at the expected levels while at the same time continuing to deliver the services needed by the community.

Council invested a total of \$11.68 million on renewing, expanding and upgrading existing infrastructure in the 2020/21 financial year. This included \$3.44 million on roads, \$.57 million for bridges, \$0.443 million for footpaths, kerbs and drainage works, and \$3.1 million for various recreation and leisure, parks and streetscapes projects across the municipality.

SURPLUS



EXPENDITURE



37.04 per cent being spent on the natural and built environment. Programs undertaken to achieve this strategic activity include bridges, community facilities, drainage, environment protection, fire prevention, footpath, kerb and channel, pest control, roads and waste management.

During the year, an additional \$0.86m was spent on community services as a result of COVID-19 operating grants.

Essential waste management services are a big part of Council's priority in creating sustainable environments for the Gannawarra community, with \$2.08 million utilised in collection of kerbside and public bin waste in addition to the management of the local landfill.

A total of 35.06 per cent of Council's expenditure was dedicated to deliver vital services and resources in line with Council's commitment to producing healthy liveable communities. This included \$4.69 million being devoted to people in need within our Community Care sector such as Home and Community care, Brokered services and National Disability Insurance Scheme services and \$3.22 million expended on Children's Services such as Kindergarten, Long Day Care, Family Day Care, Maternal and Child Health, and Childcare services.

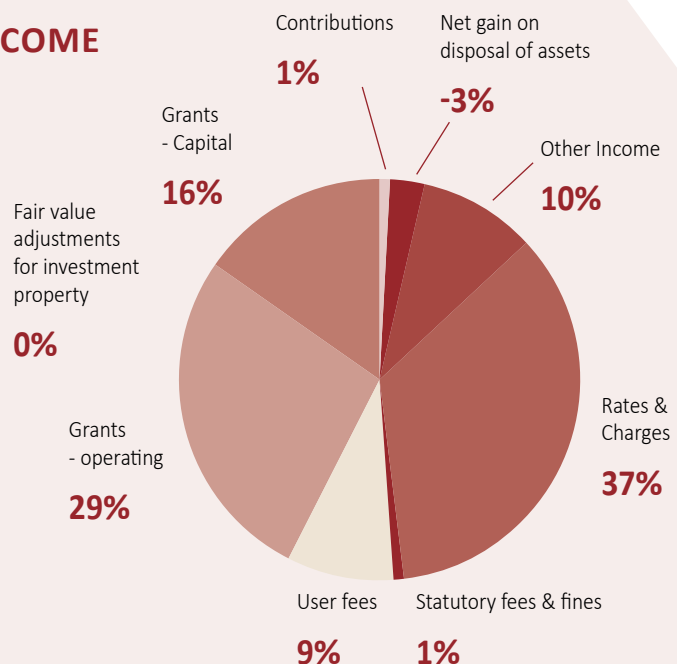
COUNCIL EXPENDITURE

There are a variety of community services that Council operates alongside their capital work projects. In the 2020/21 financial year, total Council expenditure was \$32.96 million, with

STABILITY AND EFFICIENCY

Council receives income from a number of sources including rates, grants, user fees, fines and contributions. Rates and charges are one of Council's main sources of income, representing 37 per cent of total income. Following the advance payment by the Victorian Grants Commission, grants comprised 45 per cent of total income.

INCOME



MAJOR CAPITAL WORKS



Koondrook Caravan Park – Stage 2 - \$350,000

Part of planned upgrades derived from the Koondrook Caravan Park Master Plan, the project involved installation of underground drainage, kerbing and new asphalt roadways within the front section of the park. Works were also completed around the two ensuite blocks with the installation of service bollards and landscaping improvements.

These works, completed in October 2020, complement the previous upgrades to the amenities block and further enhance the standard of facilities available for visitors to the park.



Koondrook All Abilities Playground - \$520,000 (supported by \$390,000 from Regional Development Victoria's Regional Development fund)

Construction of the Koondrook All Abilities Playground – which will be a space where people of all ages and abilities can interact – began in March 2021.

Located on the former Koondrook Memorial Hall site, the playground will feature elements that are prominent in many popular all-abilities play spaces, including a flying fox with an accessible harness, timber swings featuring accessible harness seating, an accessible carousel and in-ground trampolines. Tactile features, including water and sand play areas, as well as shaded seating, will also be incorporated into the project, which is scheduled for completion in August 2021.



Koondrook Retreat - \$1.2 million (supported by \$800,000 from the State Government's Regional Tourism Infrastructure Fund)

Officially opened in December 2020, Koondrook Retreat is Victoria's newest nature based tourism destination.

Located adjacent to Gunbower Creek, the Gannawarra's newest accommodation facility features six safari-style tents that cater for the growing "glamping" market, enabling visitors to enjoy our natural attributes in comfortable amenities that are commonplace in a metropolitan hotel.

This project also included the installation of a footbridge spanning Gunbower Creek that connects the retreat to Gunbower Island.



Cohuna Waterfront Development - \$400,000 (supported by \$200,000 from the Federal Government's Regional Growth Fund)

Completed in November 2020, Stage 2 of the Cohuna Waterfront Development enhanced improvements undertaken to the area adjacent to Apex Park toilets, Cohuna Skate Park and Gunbower Creek during 2019/20.

Stage 2 works involved developing the Cohuna Beach precinct. Located on the banks of Gunbower Creek, this space is an area where families can enjoy relaxing and playing by the water.



Kerang CBD Redevelopment – Stage 2 - \$1.317 million (fully funded by the Federal Government Local Roads and Community Investment Program)

Stage 2 of the Kerang CBD Redevelopment, which will connect the Kerang Railway Station, the award-winning Victoria Square precinct and the Kerang Open Space Precinct, is underway.

Inspired from the development of the Kerang CBD Master Plan, the first section of works was completed in April 2020, focusing on Scoresby Street between Albert and Boundary streets.

As part of the works, the footpath along the northern side of Scoresby Street between Albert and Boundary streets will be widened to 1.5 metres, with a traffic island to be installed along the length of the road.

These improvements will tie into improvements scheduled to be completed along Scoresby Street between Victoria and Fitzroy streets during 2021/22.



Cohuna Skate Park Redevelopment - \$600,000 (supported by \$250,000 from the State Government's Sports and Recreation Victoria Community Facilities Program)

Completed in June 2021, the Cohuna Skate Park Redevelopment involved extending the existing facility and adding new features, including new paths, riding areas, open space, play areas and seating, to cater for users of all types, levels and abilities.



Tate Drive Industrial Estate expansion, Kerang - \$1.3 million (supported by \$900,000 from the State Government's Building Works package)

Work began in March 2021 to expand the Tate Drive Industrial Estate, Kerang. Scheduled for completion in the second half of 2021, this project will open up space for extra lots along the southern section of the site.



Cohuna CBD and Waterfront Connections Project \$3.4 million (supported by \$1.7 million from the State Government's Building Works package)

Identified during the Waterfront Masterplan process in 2018 and 2019, the Cohuna CBD and Waterfront Connections Project builds on works undertaken to improve facilities at Apex Park and upgrade connections between this precinct and the adjacent Cohuna Recreation Reserve.

Works began in October 2020 with the construction of a roundabout at the intersection of Cohuna Island and Tennis roads, providing easier access for vehicles accessing the Cohuna Recreation Reserve, Cohuna Swimming Pool, Cohuna Bowls Club and Cohuna Tennis Club.

Future works, scheduled for completion during 2021/22, include the construction of the Cohuna All Abilities Adventure Playground and works along King George Street to improve connections between the town's CBD and Gunbower Creek.



Appin South bridge upgrade - \$822,000 (supported by \$411,000 from the Federal Government's Bridges Renewal Program and \$274,000 from Regional Roads Victoria's Fixing Country Roads program)

Completed in July 2020, the Appin South Bridge was replaced with a two-lane concrete structure that will be able to withstand higher mass limits.

The bridge, located along Appin South Road and spans the Loddon River, is a major infrastructure asset, as it provides vehicle access to the Loddon Valley Highway for both residents and key services.



DROUGHT COMMUNITIES PROGRAMME – EXTENSION PROJECTS

In September 2019 Prime Minister Scott Morrison announced that the Federal Government would provide councils impacted by the drought, including Gannawarra Shire Council, \$2 million for local infrastructure and drought relief efforts.

Council worked with community groups and organisations throughout the Gannawarra during late 2019 to determine the list of projects, events and initiatives that would eventually benefit from this portion of funding from the Drought Communities Programme – Extension.

Using this feedback in consideration with the *Gannawarra Shire Council Plan 2017-2021*, projects that were not successful in obtaining funding from the State Government's *Pick My Project program* in 2018 and the 2019 round of *Council's Community Grants program*, Council identified in December 2019 the 37 initiatives, activities, events and infrastructure projects that would benefit from the first \$1 million of this funding.

In May 2020 Council announced that 22 projects and nine events would benefit from the second \$1 million portion from the Federal Government's Drought Communities Programme – Extension, with these initiatives to be completed by 31 December 2020. However, due to the COVID-19 pandemic, the deadline for these initiatives was extended to 30 June 2021.

A total of 60 infrastructure projects and 49 community initiatives benefited from this program, which aimed to support community connectedness and local employment opportunities.

Projects and initiatives that were completed between 1 July 2020 and 30 June 2021 were:

- Atkinson Park, Kerang permanent dance floor
- Benjeroop Hall/Museum extension
- *Bush Biz Boost* business leadership program
- Cohuna Memorial Park upgrade
- Cohuna New Years Eve Carnival
- Cohuna Recreation Reserve multi-use scoreboard
- Dingwall Hall restoration works
- Energy audit implementation for eight non Council-owned buildings (above left)
- *Gannawarra Community Resilience Grants Program*, which supported 15 community organisation-led events and programs that promoted social connectedness
- Installation of 15-amp power outlets at Kerang's Atkinson Park to support food vendors and events
- Koondrook Historical Society church improvements
- Koondrook Recreation Reserve Pavilion upgrade
- Koondrook RSL clubrooms accessibility improvements
- Lalbert Cemetery grave identification signage
- Lake Charm playground installation
- Lake Charm Hall roof and spouting renewal works
- Lake Meran toilet upgrade
- Leitchville Swimming Pool lighting improvements
- *Let's Pivot* community leadership program
- Loddon River, Kerang kayak launching facility (below)
- Murrabit raw water system installation (above right)
- Myall Hall kitchen heating/cooling system
- Myall Hall pump station replaced
- Quambatook Memorial Hall revitalisation
- Quambatook Caravan Park refurbishment
- *Shop Kerang* program
- Solar panels installed at Lake Charm Hall, Lalbert Community Complex, Murrabit Market Office, Murrabit Recreation Reserve
- Tragowel Hall restoration works



COVID-19 SUPPORT & RECOVERY EFFORTS

Throughout 2020/21, Council worked in partnership with the community to support the Gannawarra through the COVID-19 pandemic and to lead recovery efforts.

A range of measures were implemented to support the health and wellbeing of residents during this period. These measures included:

- Placing greater emphasis on buying local and using local services where possible;
- Waiving fees to support local businesses, clubs and users;
- Working with Council leasees and facility hirers to reduce financial burdens;
- Implementing a seven-day payment cycle to ensure creditors receive payment as soon as practicable;
- Enacting the *COVID-19 Hardship Policy* to hold interest on any debtor or rates accounts and to cease debt recovery processes on any outstanding debts or to defer payments;
- Implementing the Federal Government's Early Childhood Education and Care Relief Package, which provided free childcare;
- Supporting local health service planning and communications;
- Working with local community groups to help them to navigate restrictions and source resources;
- Increasing services to our Community Care clients to reduce risks of social isolation and respond to additional needs brought on by restrictions;
- Develop a new program in partnership with Carers Gateway and local schools to support remote learning and improve access to the internet;
- Directly contacting local small businesses to provide information and supporting access to State and Federal government support payments and programs;
- Participating in State and regional emergency management and relief forums and processes;
- Implementing Council's Pandemic Plan;
- Reviewing and expanding a Virtual Recovery Centre, established on Council's website;
- Establishment and regular meetings of the Gannawarra Health Services Partnership to ensure support with planning and response and consistent messaging to the Gannawarra community;
- Working in partnership with Northern District Community Health to establish COVID-19 Screening and Assessment Clinics;
- Providing support and advice to community groups around COVIDsafe environments;
- Working closely with local Neighbourhood Houses to provide support and funding for community projects, programs and activities;
- Developing a Five Ways to Wellbeing marketing package and new Five Ways to Wellbeing merchandise and designs for consistent health and wellbeing messaging across agencies;
- Advocating for free telehealth to be extended;
- Launching the Gannawarra *Your Wellbeing Matters to Us* flyer as part of R U OK? Day
- Commencing partnership work to develop a Strong Youth Strong Communities program;
- Funding youth activation events;
- Updating of the MyWarra virtual youth space;
- Commenced development of a GROW Gannawarra project to support vulnerable children and their families; and
- Developed and implemented an In-Home Education Support Service to support vulnerable children with access to technology and one-on-one support with remote learning.

Council will continue to work with the Gannawarra Community Resilience Committee to implement the *Gannawarra Community Resilience Action Plan 2021-2023* that will support social, economic and environmental recovery across the Gannawarra.

COMMUNITY ENGAGEMENT

Engagement with the Gannawarra community is important to ensure Council continues to respond to community needs and expectations. Council adopted its *Community Engagement Strategy 2020-2025* in July 2020, and in accordance with the *Local Government Act 2020* adopted its *Community Engagement Policy*. These documents guide how Council engages with the community on projects and services.

Council engaged with the community regarding the following projects, policies and strategies during 2020/21:

- 2021/22 Budget
- Cohuna All Abilities Adventure Playground
- Cohuna Waterfront Connection Project
- *Community Engagement Policy*
- *Community Engagement Strategy 2020-2025*
- *Domestic Wastewater Management Plan 2020-2024*
- Gannawarra Aquatics Strategy
- *Gannawarra Arts Trail*
- *Gannawarra Shire Council Plan 2021-2025*
- Governance Rules
- Mayoral and Councillor Allowances
- Kerang CBD – Stage 2 Redevelopment
- Koondrook All-Abilities Playground
- *Public Transparency Policy*
- *Road Management Plan*
- *Revenue and Rating Plan*

Council also sought community input on its services and operations through the following means:

- Developing the COVID-19 Community Health, Wellbeing and Recovery Survey, which gauged how residents have coped during the COVID-19 pandemic and what support is needed to return to a COVID safe society
- Developing a Sporting group survey to determine how clubs were implementing return to play after COVID-19 lockdowns
- Implementation of Three-Year-Old Kindergarten survey of potential parents to ascertain class structures
- Engaging with Coliban Water and community groups regarding the smooth transition of the Cohuna Airfield Licence from Council to a community-managed model
- Hosting Mayoral Listening Post sessions
- Holding community engagement sessions regarding the *Gannawarra Shire Council Plan 2021-2025*



Council held Gannawarra Shire Council Plan 2021-2025 community engagement sessions throughout the municipality during January and February 2021

COMMUNITY SATISFACTION

2021 COMMUNITY SATISFACTION SURVEY

Each year Local Government Victoria (LGV) coordinates a State-wide Local Government Community Satisfaction Survey throughout Victorian local government areas. The main objectives of the survey are to assess the performance of councils across a range of measures and to seek insight into the ways to provide improved or more efficient service delivery.

A total of 400 Gannawarra Shire residents over the age of 18 were interviewed by telephone in February and March 2021.

The survey identified Council's performance in 16 service areas which residents were questioned about, which was equal to or improved compared to the 2020 survey. These included major increases in *Overall Council Direction* (+31), *Community Decisions* (+16), *Lobbying*

(+16), *Business Development/Community Development/Tourism* (+13), *Consultation and Engagement* (+13), *Overall Performance* (+13) and *Customer Service* (+10).

The survey also highlighted areas where Council can improve its relationship with the community, including *Sealed Local Roads* (57). Although this figure increased by seven points compared to the 2020 survey,

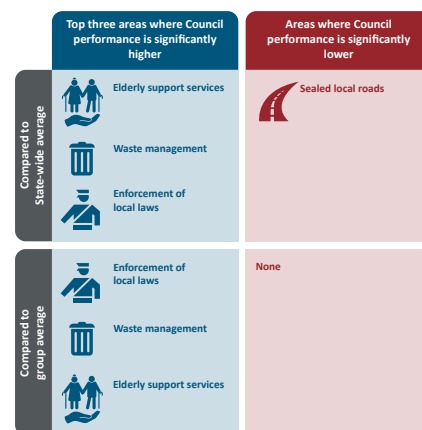
the result was below the State-wide average.

The survey also found that Council's performance in 15 service areas was equal or above the State-wide average, highlighted by *Elderly Support Services*, *Waste Management and Enforcement of Local Laws*. This included Council's COVID-19 response (74), which was above the State-wide average of 73.

Overall council performance
Results shown are index scores out of 100.



Council performance compared to State-wide and group averages



MAJOR GRANTS AND AWARDS RECEIVED

State Government Regional Jobs and Infrastructure Fund (\$2.05 million)

Member for Northern Victoria, Mark Gepp MLC visited Quambatook in June 2021 to announce that Council would receive \$2.05 million from the *Regional Jobs and Infrastructure Fund* to support the \$2.4 million Sustainable Water for Quambatook project.

Key features of the project include a kayak launch and jetty near the Quambatook-Boort Road Bridge, an adventure playground adjacent to the Quambatook Caravan Park, a new pedestrian bridge over the Avoca River, a river sand beach area behind the Quambatook Tennis Club and a passive water recreation area at the Quambatook Weir Pool.

Works will also occur to install infrastructure that will hold water in this section of the Avoca River, with Council to secure a water allocation suitable for recreational and passive water activities.



State Government Caravan and Camping Grants program (\$85,000)

The State Government announced in January 2021 that Council would receive \$85,000 from Round 2 of the *State Government's Caravan and Camping Grants program* to upgrade the Cohuna Waterfront Holiday Park's 36 unpowered sites and increase capacity for future development on-site.

As part of the works, a transformer will be installed on-site, increasing the electricity supply from 250amps to 1000amps.

Federal Government Local Roads and Community Investment Program (\$1.157 million)

The Federal Government announced in October 2020 Council would receive \$1.157 million from the second phase of the \$500 million *Local Roads and Community Infrastructure Program* to support local jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

Council announced in October 2020 it would apportion these funds to complete the Murrabit Stormwater project. Scheduled for completion in 2021/22, this project involves replacing open channels throughout Murrabit with underground stormwater pipes, which will reduce the risks associated with mosquito-borne disease and enable the capture and future use of reusable water.

State Government Community Sports Infrastructure Stimulus Program (\$1 million)

Member for Northern Victoria, Mark Gepp MLC visited Kerang in June 2021 to announce that Council would receive \$1 million from the *Community Sports Infrastructure Stimulus Program* for the Sir John Gorton Precinct All Abilities Project. The funding will be used to construct an all abilities play space and install a Changing Places facility at Atkinson Park, Kerang.

Construction is scheduled to begin in late 2021.



State Government Sports and Recreation Victoria Community Facilities Program (\$250,000)

In July 2020 the State Government announced that Council had been successful in applying for a \$250,000 Sports and Recreation Victoria *Community Facilities Program* grant to support the \$600,000 redevelopment of the Cohuna Skate Park.

Completed in June 2021, the redevelopment involved extending the existing facility and adding new features, including new paths, riding areas, open space, toilets, play areas and seating, to cater for users of all types, levels and abilities.



Victorian Schools Building Authority (\$600,000)

In December 2020 the State Government announced that Council would receive \$600,000 from the *Victoria School's Building Authority* to support the expansion of the Gannawarra Shire Children's Centre, Kerang. These works, to be completed during the second half of 2021, will enable the facility to hold three-year-old kindergarten sessions and increase the number of Long Day Care places available from 95 to 126.

State Government's Roadside Weeds and Pests Program (\$61,943)

The State Government announced in December 2020 that Council would receive \$61,943 from the *Victorian Government's Roadside Weeds and Pests Program* to plan and implement control activities for the management of weeds on municipal rural roadsides, such as boxthorn, horehound, khaki weed, prickly pear and wheel cactus. The funding will also assist with the management of pest animals, such as rabbits and foxes.



State Government Female Friendly Facilities Program (\$219,000)

The State Government announced in July 2020 that Council would receive \$219,000 from the Female Friendly Facilities Fund to support the \$328,000 redevelopment of the Murrabit Netball Club's change rooms.

To be completed during 2021/22, the redeveloped facilities will incorporate a new netball change room, umpires rooms, an accessible bathroom, first aid room and the renovation of the current netball change rooms.



State Government Local Councils Outdoor Eating and Entertainment Package (\$250,000)

Council received \$250,000 from the State Government's *Local Councils Outdoor Eating and Entertainment Package* in October 2020 to assist with developing outdoor eating spaces.

As part of the project, permanent dining settings were replaced or installed outside businesses at Cohuna, Kerang, Koondrook, Leitchville, Murrabit, Mystic Park and Quambatook, with many of these locations featuring café barriers promoting local businesses or the Gannawarra.

Hospitality businesses that use relocatable outdoor furniture were also supported thanks to the purchase of outdoor umbrellas or the installation of umbrella sockets.



State Government Community Safety Infrastructure Grant (\$71,840)

In November 2020 the State Government announced that Council would receive \$71,840 from the State Government's *Community Safety Infrastructure Grant* for the Atkinson Park- A Safer Precinct for All project. This \$74,840 initiative involved the installation of a wi-fi hot spot at the Kerang Skate Park, as well as the addition of CCTV cameras at both the Skate Park and the Sir John Gorton Library.

AWARD RECOGNITION 2020/21

- Aquatics Officer, Kieran Schneider awarded the 2021 LGPro Young Achiever of the Year award as part of the 2021 LGPro Awards for Excellence program
- Koondrook CBD Redevelopment a finalist in the 2021 LGPro Awards for Excellence Community Asset & Infrastructure Initiative (projects \$2.5 million and under) category
- Council's NDIS services shortlisted as a finalist in the 2020 National Awards for Local Government's Minister for Local Government's Award for Progressive Community Leadership
- Koondrook nominated for the 2020 Planning Institute of Australia – Victoria's The Great Place Award
- Silver Award in the 2021 Australasian Reporting Awards for the 2020 Annual Report



COUNCIL-SUPPORTED EVENTS

JULY

- Mayoral Listening Post sessions

AUGUST

- Mayoral Listening Post sessions
- Municipal Association of Victoria Council Election Candidate information session

SEPTEMBER

- Cohuna Airfield licence handover
- Women in the Warra health promotion campaign commenced

OCTOBER

- Seniors Week morning teas
- Online Gannawarra Show Baking Essentials competition
- Launch of online *Let's Pivot* leadership program
- Series of two online 'Gannawarra Conversations' held

NOVEMBER

- Virtual performance of *A Migrant's Son*
- Online *Take a Wellbeing workshop* for women as part of National Agriculture Day

DECEMBER

- Christmas Wreath Making workshop
- Koondrook Retreat official opening and community celebration
- Gannawarra Library Service Christmas Storytime
- School's Out Pool Party

JANUARY

- Splish Splash Story Time sessions
- Australia Day Awards presentation

- Australia Day community celebrations
- Council Plan community engagement sessions

FEBRUARY

- Council Plan community engagement sessions
- Profitable Revenue Business workshop

MARCH

- International Women's Day celebrations
- Profitable Revenue Business workshop
- Harmony Day Asian Fusion cooking demonstration
- Youthrive Victoria Dream Seeds events
- Paint the Park project at Kerang Skate Park

APRIL

- Gannawarra Library Service school holiday program
- Watercolour and Charcoal Nature Portraits workshops
- Sarah Hill Storytime session
- Varietyville After School Street Activation, Kerang

MAY

- *Varietyville Acts of Absurdity* performance, Kerang
- Sofie Laguna Author Talk, Kerang
- ACRE21 Festival, Quambatook
- Free Responsible Serving of Alcohol training sessions funded for 18-25 year olds
- Victorian Outboard Club Archer Eade Memorial racing event at Lake Charm

JUNE

- Sir John Gorton Precinct All Abilities Project funding announcement
- Sustainable Water for Quambatook Project funding announcement
- Jude Perl – *I Have a Face* performance, Leitchville (above)
- 2020 David Malin Award Winning Sky Photos Exhibition, Kerang
- Learning MailChimp for Businesses workshops, Cohuna and Kerang
- Gannawarra Library Service school holiday program
- ACRE21 Events at Quambatook, Tragowel and Lake Charm
- First Ride event at Cohuna Skate Park

ONGOING

- Citizenship ceremonies
- Councillor representation at Progress Association/ Development Committee meetings
- Social Meals program

NOTE: Numerous events scheduled to occur during the 2020/21 financial year were cancelled or postponed due to COVID-19 restrictions.

Acknowledgements: Youth and health promotion events delivered in partnership with Northern District Community Health. Creative Gannawarra events delivered in partnership with Regional Arts Victoria.



MEMORIAL MUNICIPAL

OUR COUNCIL

GANNAWARRA SHIRE COUNCIL IS DIVIDED INTO FOUR WARDS



AVOCA

including Lake Charm, Lalbert, Benjeroop, Mystic Park and Quambatook

MURRAY

including Koondrook, Myall and Murrabit

PACHELL

including Kerang, Mead, Macorna and Tragowel

YARRAN

including Cohuna, Leitchville and Horfield

Avoca Ward



**CR CHARLIE
GILLINGHAM
MAYOR**

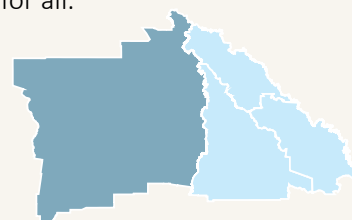
First elected October 2016

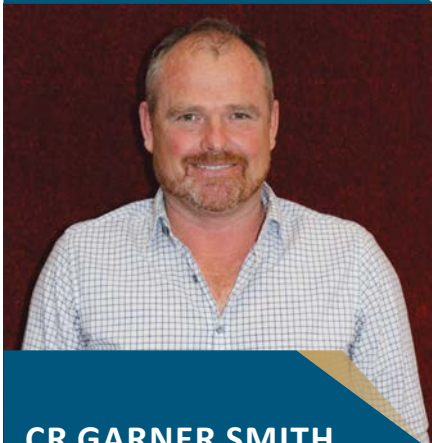
Charlie has lived in the area for more than 50 years and operates a family farm at Lake Charm.

Charlie has a current interest in the local environment, health, irrigation, social and sporting groups.

With our various existing qualities, Charlie believes that the area we live in is very dynamic and has a huge potential for further innovative agricultural pursuits, tourism opportunities, new industry, renewable energy and increased residential development around our lakes and waterways.

With a reinvigorated Council, Charlie is looking forward to working with the Councillors and the community for the benefit of the whole shire. He believes that with a common sense approach, these goals can be achieved and we can continue to make the Gannawarra a fantastic place for all.



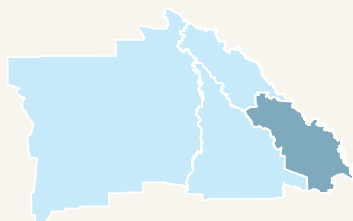
Yarran Ward**CR GARNER SMITH
DEPUTY MAYOR**

First elected October 2020

Garner was raised on a dairy farm in Leitchville and completed his HSC at Cohuna High School in 1989. Garner undertook tertiary studies at the Melbourne University graduating with a Bachelor of Commerce (Honours) and undertaking a Postgraduate Honours year in Economics.

Garner has had significant experience in working in Politics, as an Electorate Officer for Senator Julian McGauran and Ministerial Advisor to the Hon. Bill Baxter in the Roads and Ports portfolio. In addition, Garner was the Young Nationals State President for two years, the National Party Victoria Junior Vice President for a year, undertook a delegation to Shanghai, China as part of the Young Leaders Conference as well as a Political Exchange Tour of Japan.

Currently, Garner and his wife are busy running their businesses, Riverland Milk and Trading, Rural Supplies in Cohuna and Gunbower, as well as irrigated beef farms in Cohuna and Leitchville.

**Yarran Ward****CR KEITH LINK**

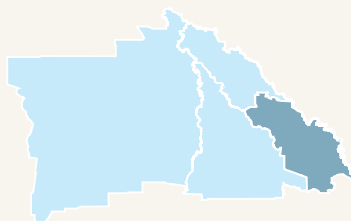
First elected October 2020

Keith grew up in Melbourne and in 1976 together with his wife, decided on making a "tree change" and bought a small farm in Leitchville.

During the next 40 years the Links expanded and developed their piggery, during which time Keith was involved in Leitchville's Lions Club, Pony Club, Pre-School and Scout group, and was appointed a Justice of the Peace in 1983.

Currently, Keith is studying at university online and is well into an Arts degree, majoring in Geography. His main hobby is aviation and he enjoys flying his Cessna 172 when time permits.

Keith is finding being a Councillor both quite challenging and rewarding and remains committed to working hard on issues that affect the Shire's ratepayers.

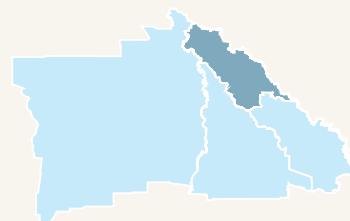
**Murray Ward****CR ROSS STANTON**

First elected October 2020

Ross was born in Cohuna and spent most of his life living and working in the Gannawarra. Ross has recently retired after 31 years with Goulburn-Murray Water.

Ross classifies himself as a volunteer, always willing to step in when help is needed. He currently sits on the Central Rivers Football/Netball Board as Deputy Chair and is a life member of the Murrabit Football Club, having served as president of the Football Club and also the Netball Club in the past. Ross likes to relax with a game of golf and fishing, neither successfully!

Ross believes Gannawarra is a great place to raise a family and enjoy all the assets this area has available. He sees a role in Council to focus on the strategic side of local government and look for ways to enhance the opportunities for our youth and maintain our link to agriculture, renewable energy and environmental based tourism.



Patchell Ward

**CR KELVIN BURT**

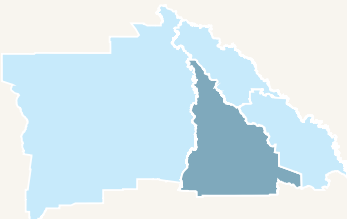
First elected October 2020

Kelvin has lived and worked in Gannawarra for the majority of his life.

After leaving school the family farm was his first passion. This then led him to becoming a fencing and haycarting contractor. Many other jobs followed, including wood merchant, barman, backhoe operator, Mawsons Concrete and a management role with Lipps Bulk Super in Wakool.

Looking for a stable future, Kelvin returned to Mawsons, where he is still employed.

A love of the Gannawarra and a passion for his community has led Kelvin to become the President of Kerang Progress Association and, in 2020, a Councillor.



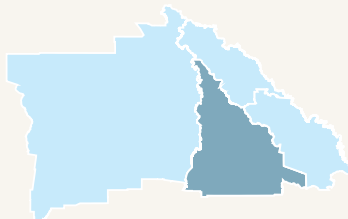
Patchell Ward

**CR TRAVIS COLLIER**

First elected October 2020

Since moving to Kerang in 2011, Travis has been an active member of the community in a variety of different roles. Travis is currently President of the Kerang Technical High School Council and Murrabit Netball Club, as well as being involved with the Murrabit Tennis Club, Kerang-Swan Hill Rams AFL Masters football team, Rotary Club of Kerang and the Murrabit Advancement Association.

Travis is looking forward to working alongside his fellow Councillors to develop a strategic plan that makes our Shire a destination for tourists and businesses alike.



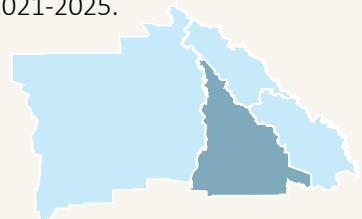
Patchell Ward

**CR JANE OGDEN**

First elected October 2020

Jane has lived in Kerang since 2006 and has worked for Gannawarra Shire Council in various roles such as Coordinator Community Engagement and Grants and Community Development Officer. Jane has also co-owned a small business in Kerang and coordinated a seven-year community drought support project out of Barham for New South Wales and Victorian small towns.

In collaboration with her fellow Councillors, Council staff and our Gannawarra communities, Jane looks forward to using her skills and experience to help create agreed upon projects for the mutual benefit of the people of the Gannawarra Shire through the development of the Council Plan 2021-2025.



The following five Councillors represented their communities prior to the 2020 Local Government Elections, conducted in October 2020.

- * Cr Jodie Basile (Patchell Ward) – First elected in October 2016, Cr Basile did not seek re-election.
- * Cr Jenny Fawcett (Patchell Ward) – First elected in February 2020, Cr Fawcett was unsuccessful in seeking re-election.
- * Cr Andrew Gibbs (Yarran Ward) – First elected in March 2020, Cr Gibbs did not seek re-election.
- * Cr Brian Gibson (Patchell Ward) – First elected in October 2012, Cr Gibson – who served as Mayor during 2016/17 and 2017/18 – did not seek re-election.
- * Cr Lorraine Learmonth (Yarran Ward) – First elected in October 2012, Cr Learmonth – who served as Mayor during 2015/16, 2018/19 and 2019/20 – did not seek re-election.
- * Cr Steve Tasker (Murray Ward) – First elected in October 2016, Cr Tasker was unsuccessful in seeking re-election.

EXECUTIVE LEADERSHIP TEAM



TOM O'REILLY

Chief Executive Officer

Tom joined Gannawarra Shire Council in the role of Director Corporate Services in March 2016, taking up the position of Chief Executive Officer in December 2017.

Prior to his employment with Council, Tom was a consultant with the CT Management Group, undertaking local government assignments with the Shire of Buloke, Moira Shire Council, Latrobe City Council and King Island Council.

Tom was employed with the Greater Shepparton City Council for 11 years – six years of that time as Director Business and Finance.

He has also worked in the private sector with four 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 seven years with Goulburn Valley Water.

Tom has a Bachelor of Business (Accounting) degree and is a Certified Practising Accountant (CPA).

He has served on the Board of Northern District Community Health, is a Fellow of CPA Australia and also a Fellow of the Goulburn Murray Community Leadership Program Inc.

Areas of responsibility:

Council Planning and Performance; Councillor Support; Economic Development and Tourism.



Council Chief Executive Officer, Tom O'Reilly (left) and State Minister for Regional Development, The Hon Mary-Anne Thomas MP watch as Director Infrastructure and Development, Geoff Rollinson points out major attractions during a tour of Cohuna in March 2021

EXECUTIVE LEADERSHIP TEAM



PHIL HIGGINS

Director Corporate Services

Phil joined Gannawarra Shire Council as Director Corporate Services in November 2018.

Phil has worked for a number of councils over the past 35 years across three states, predominantly in the Director Corporate Services role.

Phil's extensive experience is supported with a Masters of Business Administration, majoring in Finance; Bachelor of Business Local Government; and a Graduate Certificate in Business Excellence.

Areas of responsibility:

Finance and Budget; Audit; Rating and Valuation; Information Communication Technology; Governance and Risk; Human Resource Management; Records Management; Customer Service; Emergency Management.



GEOFF ROLLINSON

Director Infrastructure and Development

Geoff's earliest qualifications and experience are in agriculture.

He gained extensive experience and knowledge in local government 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; Building; Planning; Aquatic Facilities; Climate Change Annotation.



STACY WILLIAMS

Director Community Wellbeing

Stacy joined Gannawarra Shire Council as its Director Community Wellbeing in November 2017.

Prior to her employment with Council, Stacy gained 12 years of local government experience thanks to a range of roles in management and coordination of community services at Campaspe Shire Council, including the role of Community Care Manager and Business Integration Manager.

Stacy holds a Bachelor of Social Work, Graduate Certificate in Business and completed the 2019 LGPro Executive Leadership Program.

Areas of responsibility:

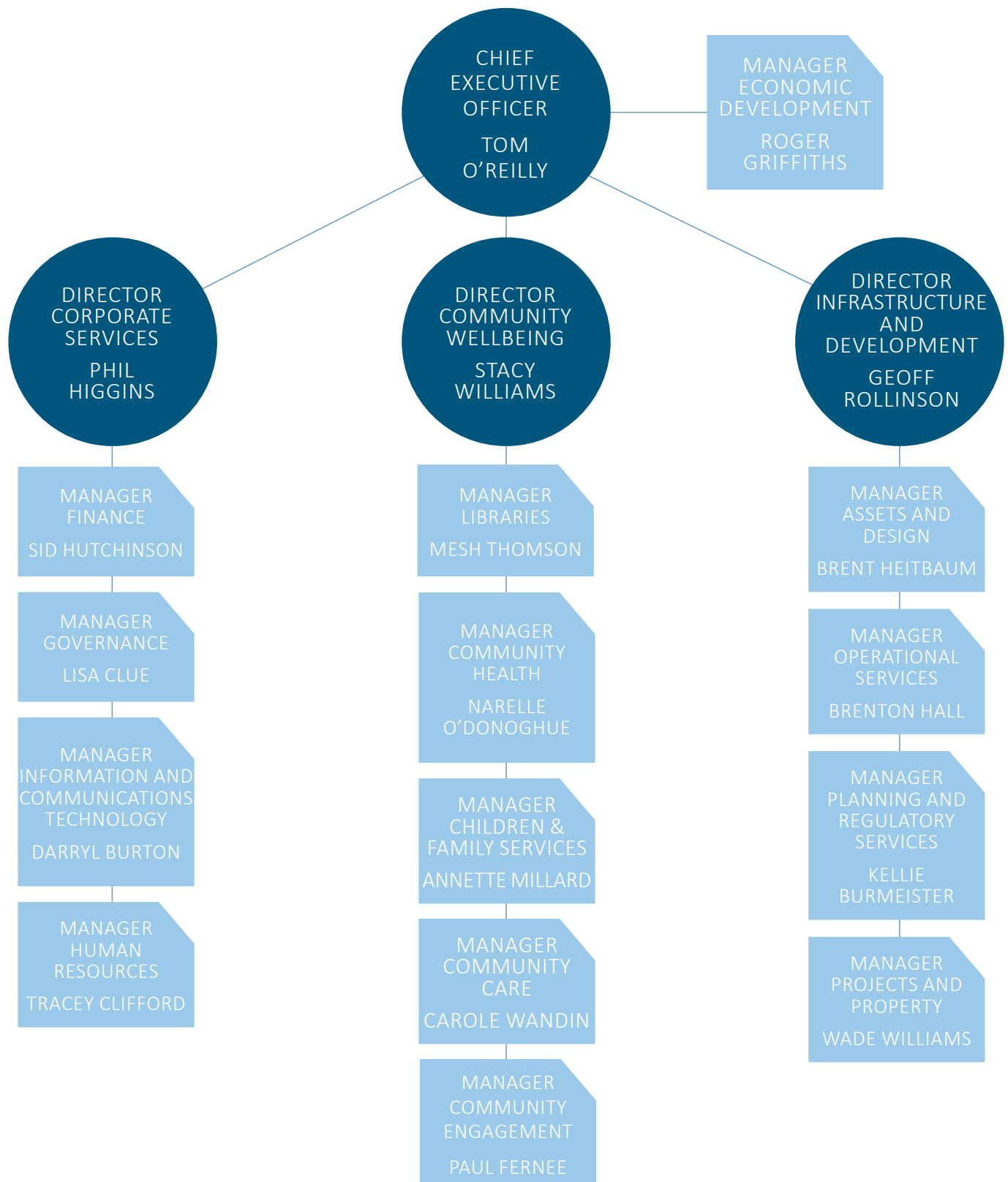
Community Care Services; NDIS; Maternal Child Health; Community Health; Children and Family Services; Immunisation; Community Transport; Libraries; Arts and Culture; Recreation and Aquatic Services; Environmental Health; Community Engagement and Communications.



OUR PEOPLE

ORGANISATIONAL STRUCTURE

Council has three directorates reporting to the Chief Executive Officer. These directorates are Corporate Services; Community Wellbeing; and Infrastructure and Development. Each of these directorates 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.

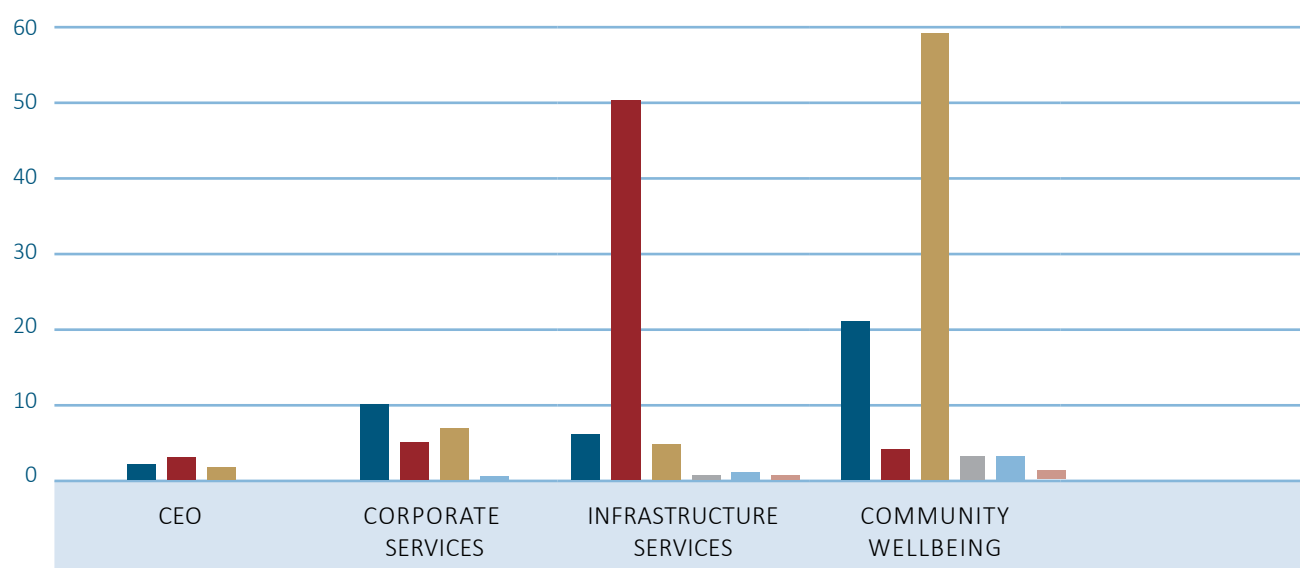


OUR WORKPLACE

Below is a summary of full-time equivalent Council staff by organisation structure, employment type and gender.

FTE BY GENDER, DEPARTMENT

EMPLOYMENT TYPE / GENDER	CEO	CORPORATE SERVICES	INFRASTRUCTURE SERVICES	COMMUNITY WELLBEING
Permanent FT- F	2.00	10.00	6.00	20.21
Permanent FT- M	3.00	5.00	50.21	5.00
Permanent PT- F	1.63	6.82	4.63	58.99
Permanent PT- M	0.00	0.00	0.54	3.09
Casual- F	0.00	0.42	1.01	3.72
Casual- M	0.00	0.00	0.65	1.47
Total	6.63	22.24	63.04	92.48



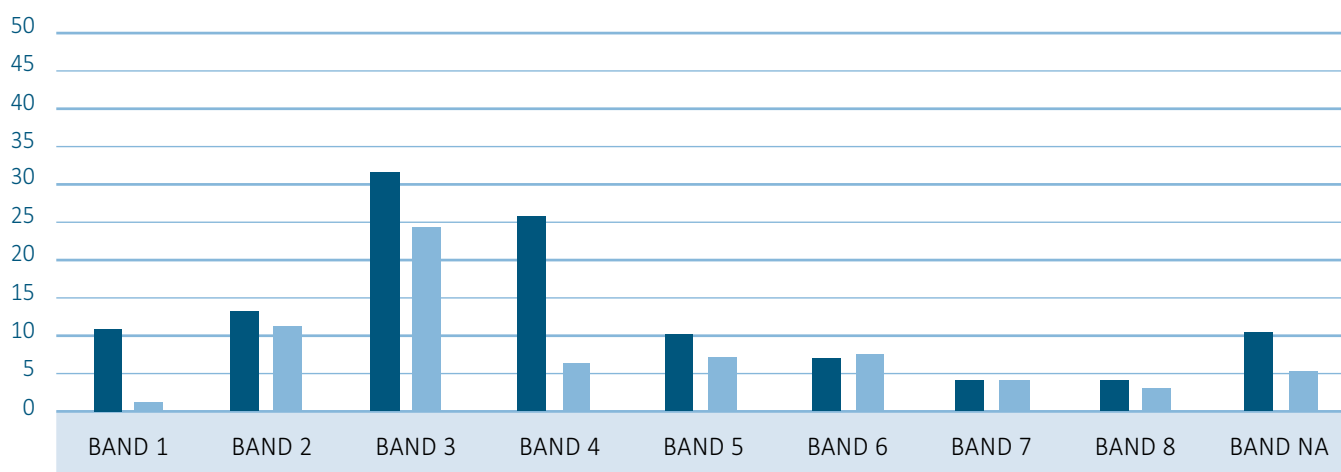
PERMANENT FT-F
 PERMANENT FT-M
 PERMANENT PT-F
 PERMANENT PT-M
 CASUAL-F
 CASUAL-M

A summary of the number of full-time equivalent staff categorised by employment classification and gender is provided below.

FTE BY BAND LEVEL, GENDER

EMPLOYMENT CLASSIFICATION	FEMALE	MALE	TOTAL FTE
BAND 1	10.64	1.18	11.82
BAND 2	12.86	10.92	23.78
BAND 3	31.02	23.84	54.86
BAND 4	25.19	6.21	31.40
BAND 5	10.10	7.00	17.10
BAND 6	6.84	7.32	14.16
BAND 7	4.00	4.00	8.00
BAND 8	4.00	3.00	7.00
BAND NA	10.77	5.48	16.25
TOTAL	115.42	68.95	184.37

184.37 Total FTE at end 2020/21 Financial Year.



FEMALE FTE

MALE FTE



ENTERPRISE BARGAINING AGREEMENT

In September 2019 Council's proposed Enterprise Bargaining Agreement was approved by the Fair Work Commission. This agreement sets staff pay and conditions for the next three years.

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 Council continued to focus on leadership development with staff participating in the Loddon Murray Community Leadership Program and the Australasian Management Challenge. Skill development also occurred by way of certificate training with Council Operational staff working towards the nationally recognised qualification Certificate III in Civil Construction.

Staff maintained and expanded their technical skills through a variety of online webinars and forums relevant to their fields of expertise.

TRAINEESHIP AND WORK EXPERIENCE

Council supports pathways for local students by providing work experience and traineeship opportunities.

Council's work experience program allows for 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 to also increase awareness of Council's operations. Due to COVID-19 restrictions, work experience placements did not occur in 2020.

During 2020/21, traineeships occurred in the areas of Early Childhood Education and Parks and Gardens.

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 various policies, new staff inductions and training, Council ensures that the work environment is respectful and free from discrimination, harassment and bullying.

GENDER EQUALITY ACT

The *Gender Equality Act 2020* took effect as of 31 March 2021. Council has commenced working towards the development of a *Gender Equality Action Plan* which will include a workplace gender audit. All staff were invited to participate in the State Government's *People Matter Survey* which will provide valuable data to help guide the development of our Action Plan.



Staff complete turf installation as part of the Kerang CBD Redevelopment – Stage 2

HEALTH AND SAFETY

Health and safety within our workforce is our number one priority, as it contributes to making Gannawarra a workplace of choice; a workplace where our people have a strong connection and involvement, where our staff enjoy coming to work each day.

We strive to foster a safety culture that supports an incident and injury-free workplace for all employees, volunteers, contractors and visitors.

Council's Occupational Health and Safety Committee meets regularly and continues to work to make the organisation a safe and healthy place for all staff. Our committee, including staff health and safety representatives, receive regular refresher training and safety updates.

Accident and incident reporting is a standing agenda item at Management Team meetings, with data regularly reported to Council's Audit and Risk Committee in accordance with Council's risk framework.

A bimonthly staff survey was conducted through the year. The survey seeks feedback from staff around expectations, recognition, communication, team satisfaction, future of the organisation,

workplace safety, and resources and tools available.

Council 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 62.2 per cent of staff, including casual employees, taking the opportunity to be immunised against influenza in 2020/21.

Council continues its commitment to becoming recognised under the Victorian Healthy Workplaces Achievement Program. This statewide health promotion program encourages best practice in workplaces around Mental Health and Wellbeing, Physical Activity, Smoking, Healthy Eating, and Alcohol and Other Drugs. Council has received recognition in four out of the five priority areas.

The following initiatives took place in support of the Healthy Workplaces Achievement Program during 2020/21:

- Consistent use of the 5 Ways to Wellbeing to promote good Mental Health and Wellbeing across the organisation and encourage self-care during the COVID-19 pandemic

- Participating in Dry July to encourage staff to ditch alcohol for the month while raising funds for cancer research
- Promotion of R U OK? Day in September 2020 and providing practical strategies for staff to have conversations when someone says they are not okay
- Hosting an online Diabetes Victoria Life! Program webinar for Council staff in October 2020 to learn more about making positive changes towards a healthier and more active lifestyle to prevent chronic disease such as heart disease and diabetes
- Participation in the *Women in the Warra* health promotion campaign, including the *Gannawarra Show Baking Essentials* competition in October 2020 and *Take a Wellbeing Vacation* workshop in November 2020
- A team of Council staff participated in the Heart Foundation's My Marathon, walking or running the distance of a marathon (42.2 kilometres) throughout October 2020
- Participation in *Gannawarra Goes Orange Day* in November 2020 to raise awareness about family violence
- Participation in the *Victoria Against Violence 16 Days of Activism* campaign in December 2020 across all worksites
- Gannawarra Library Service hosted an International Women's Day Staff Morning Tea in March 2021 for women staff members
- Consistent promotion of the Get Active Victoria and Cook Well, Eat Well resources to support active living and healthy eating throughout the COVID-19 pandemic
- 28 staff completed Mental Health First Aid training during 2020/21 including 21 Community Care Workers, five Operations Team members and two office-based staff



Council participated in the *Victoria Against Violence 16 Days of Activism* campaign in December 2020

OUR PERFORMANCE



Council's group of dedicated lifeguards look after the Cohuna and Kerang swimming pools between November and March each year

PLANNING AND ACCOUNTABILITY FRAMEWORK

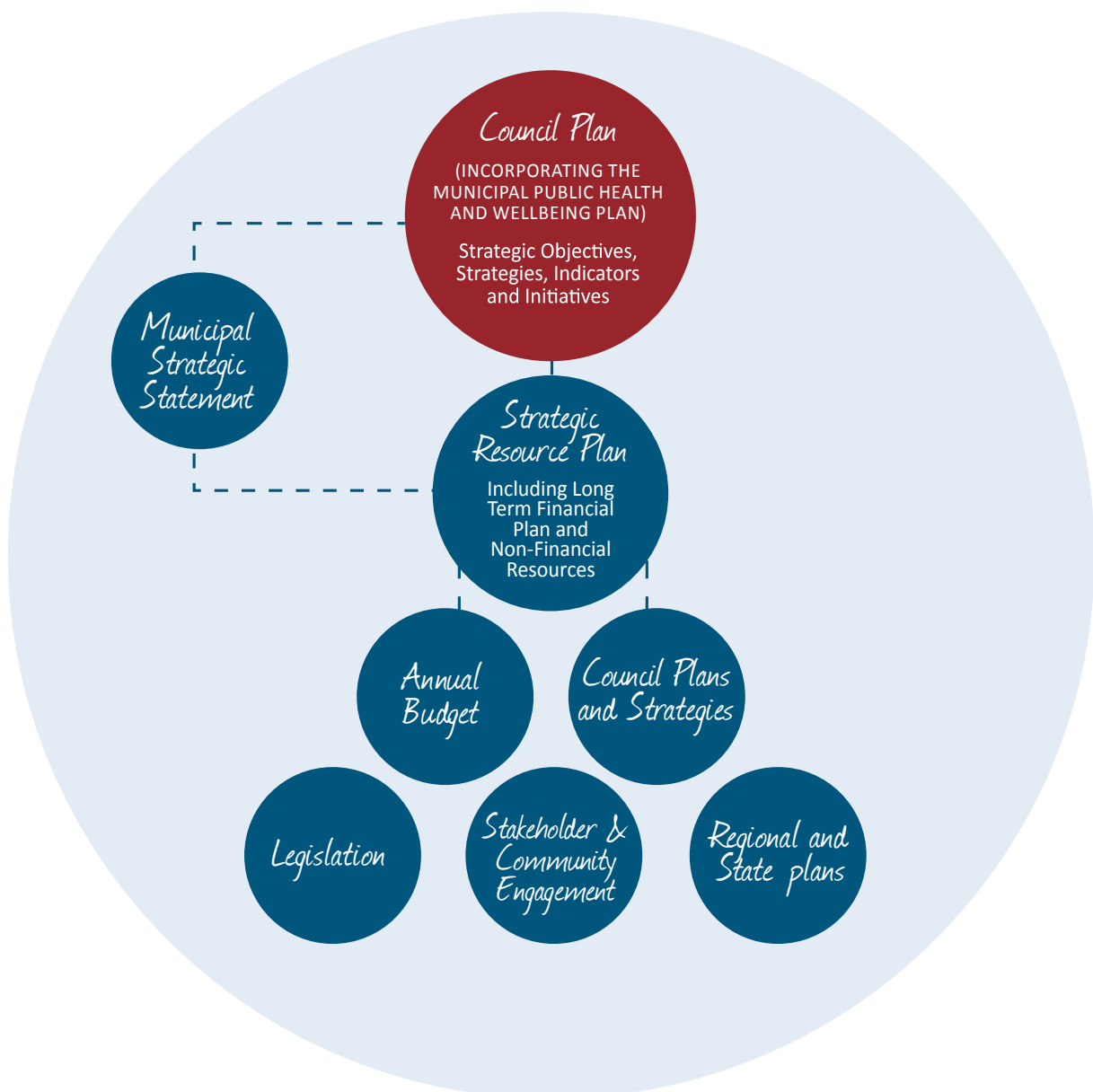
The Planning and Accountability Framework is found in Part 6 of the *Local Government Act 1989*. The Act requires councils to prepare the following planning and reporting documents:

- A Council Plan within the six months after each general election or by 30 June, whichever is later;
- A Strategic Resource Plan for a period of at least four years and include this in the Council Plan;
- A budget for each financial year; and
- An Annual Report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

GANNAWARRA SHIRE COUNCIL CORPORATE PLANNING AND REPORTING FRAMEWORK

COUNCIL PLAN



The *Gannawarra Shire Council Plan 2017-2021* includes five priorities, which comprise the main focus areas for Council. Each priority has a commitment, a series of strategic objectives, strategies for achieving these for the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.

The following are the five priorities as detailed in the Council Plan:

Connectivity

– *Our communities will be well-connected*

Economic Diversity, Growth and Prosperity

– *Facilitate a growing and prosperous economy*

Sustainable Natural and Built Environment

– *To initiate, develop and manage sustainable natural and built environments*

Good Governance and a Healthy Organisation

– *To be leaders in our community supported by a performance focused organisation that embraces innovation*

Strong Healthy Communities

– *Our community will be healthy, creative, inclusive and safe*

PERFORMANCE

Council's performance for the 2020/21 year has been reported against each priority area to demonstrate how Council is performing in achieving the objectives outlined in the *Gannawarra Shire Council Plan 2017-2021*. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan;
- Progress in relation to the major initiatives identified in the budget;
- Services funded in the budget and the persons or sections of the community who are providing those services; and
- Results against the prescribed service performance indicators and measures (Local Government Reporting Framework).

OUR PERFORMANCE

PRIORITY AREA 1: CONNECTIVITY

*Council held Council
Plan community
engagement sessions
across the municipality
during January and
February 2021*

PRIORITY AREA 1:

CONNECTIVITY

Our Commitment:
Our communities will be well connected

STRATEGIC OBJECTIVES

- Encourage connections within and between communities
- Improve access to community and tourism information
- Support volunteer participation to meet the needs of the community
- Encourage and build community events
- Advocate for improved digital connectivity on behalf of our community
- Improving transport connectivity within and between our communities and to the broader region

SERVICES TO OUR COMMUNITY

Advocacy

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 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.

Communication and Community Engagement

Effectively managing information flow between Council, the community and other relevant stakeholders is a focus of Council's Community Engagement team. This team also plays a crucial role in informing the community of Council's projects, programs and decisions.

Events

Council facilitates a large number of events, both large and small, to encourage connectedness and connectivity within and between communities. Events include school holiday program activities, citizenship ceremonies, weekly reading clubs and social meals.

Volunteer Coordination

Volunteers are an essential part of supporting our community to thrive, stay connected and learn new skills. 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- Meals on Wheels, Gannawarra Non-Emergency Transport Service (GNETS), L2P Learner Driver Program, Gateway to Gannawarra Visitor Centre and Books on Wheels.

Council's Community Care Service currently manages a volunteer register consisting of more than 300 volunteers across all programs. A number of volunteers offer their time over multiple programs.

Council receives funding from the state Government for volunteer coordination to manage volunteer recruitment, retention, support, training and education.

HIGHLIGHTS

- Kerang Elders Group meetings held throughout the year
- Councillor Engagement Calendar developed
- Mayoral Listening Post program held July 2020, but postponed following implementation of COVID-19 restrictions
- Council Plan community engagement sessions held January and February 2021
- Community Satisfaction Survey conducted February and March 2021
- *Community Engagement Strategy* and Policy adopted
- Council planned and delivered 188 individual events during the 2020/21 financial year, with a significant number of events impacted by COVID-19
- Youthrive Dream Seeds program delivered to grade five and six students from primary schools across the Gannawarra in March 2021
- The Mallee Transport Forum steering group, which Council is a member of, continues to work towards improving transport options across the broader region, including Gannawarra
- Continued advocacy for an increase in rail services to and from the region undertaken as part of the Central Murray Regional Transport Forum
- Staff regularly attended industry expos
- Progress Association/ Development Committee and community planning meetings attended by Councillors and staff
- Website users in 2020/21 increased by 27 per cent compared to previous financial year
- The Gannawarra Non-Emergency Transport Service (GNETS) remains well utilised for transport to medical appointments
- Parent committees continue to meet at kindergartens and Gannawarra Shire Children's Centre, providing valuable support, fundraising and service feedback

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i>	54.00	55.00	43.00	56.00	The Community Satisfaction Survey results showed great improvement in the satisfaction of community consultation and engagement from a score of 43 in 2019/20 to 56 in 2020/21. Council remains committed to listening and engaging with the community.

Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement

PRIORITY AREA 2: ECONOMIC DIVERSITY, GROWTH AND PROSPERITY



Council plays an active role in promoting the Gannawarra's tourism opportunities

PRIORITY AREA 2:

ECONOMIC DIVERSITY, GROWTH AND PROSPERITY

Our Commitment:
**Facilitate a growing and
prosperous economy**

STRATEGIC OBJECTIVES

- Facilitate growth and diversity opportunities within the Shire
- Utilise the environs of the rivers, lakes and forests for development opportunities
- Encourage accommodation options suited to a variety of target markets
- Create business opportunities to increase Council's revenue
- Support and advocate for sustainable and renewable energy industries within the Shire
- Support the local tourism industry to provide high quality visitor experiences
- Maximise the natural environment to deliver high quality visitor and community experiences

SERVICES TO OUR COMMUNITY

Economic Development

Council plays a role in influencing appropriate investment and business development in line with Council's goals and facilitates an environment conducive for business, investment and economic growth.

Strategic Future Planning

Council strives to identify future projects which are likely to improve the liveability and sustainability of the community.

Tourism

Creating high quality visitor experience and promoting further growth within the local tourism industry is a key focus of Council.

Community Facilities Management

Council aims to provide safe, clean, attractive and accessible recreational facilities that facilitate a range of social, recreational and leisure activities.

Building

Council administers and enforces building legislation to ensure that buildings meet relevant building and safety standards for owners, occupiers and the general public.

Planning

Council provides 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.

HIGHLIGHTS

- Council continues to implement the *Gannawarra Agribusiness Investment Plan* and *Gannawarra Economic Development Strategy 2019-2024*
- Number of ABNs registered to addresses within the Gannawarra increased by 494 compared to previous financial year
- Business workshop attendance figures increased by 220 per cent compared to previous financial year
- Works identified in the Waterfront Masterplans implemented at Cohuna and Koondrook
- Private sector investors continue to be introduced to the Gannawarra, with a range of projects facilitated including the VHM mineral sands project, new poultry projects, new irrigation and viticulture projects, and industrial developments.
- Revenue (excluding rates and charges) in adopted budget continues to increase compared to 2019/20 Budget
- Continued facilitation of large scale energy projects and advocacy with Australian Energy Market Operator (AEMO), resulting in confirmation of KerangLink, which will enable current and future large-scale renewable energy projects to be constructed within the municipality and across north-western Victoria
- *Gannawarra Tourism Strategy* reviewed, with implementation continuing
- Continued attraction of aquatic events to the Gannawarra
- Improvements to infrastructure and signage to enhance visitors experiences
- Blackspot reports prepared for telecommunications infrastructure funding
- Koondrook Retreat opened December 2020
- Works associated with the expansion of Kerang's Tate Drive Industrial Estate commenced March 2020
- Works associated with Stage 2 of the Kerang CBD Redevelopment commenced November 2020
- Works associated with the Cohuna CBD and Waterfront Redevelopment commenced October 2020
- Staff maintaining industry advocacy to support energy development, including with the Murray River Group of Councils and the Australian Energy Market Operator (AEMO) on network capacity issues
- Council working with Project Control Group on Stage 1 of the Murray River Adventure Trail
- 131 new planning permit applications received in 2020/21 with an estimated cost of development over \$15,000,000
- A lease proposal developed for KIG Energy to lease land at the Kerang Airport for a microgrid facility

PRIORITY AREA 2: ECONOMIC DIVERSITY, GROWTH AND PROSPERITY

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i>	49.00	35.00	37.00	33.00	A decrease in the time taken to decide planning applications is due to a more efficient and streamlined approach to applications.

[The median number of days between receipt of a planning application and a decision on the application]

Service standard

<i>Planning applications decided within required time frames</i>	86.42%	83.22%	88.52%	90.75%	An increase in planning applications decided within the required timeframe is due to team efficiencies and a streamlined approach.
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$$\left[\frac{(\text{Number of regular planning application decisions made within 60 days}) + (\text{Number of VicSmart planning application decisions made within 10 days})}{\text{Number of planning application decisions made}} \right] \times 100$$

Service cost

<i>Cost of statutory planning service</i>	\$1,904.51	\$2,028.48	\$1,851.17	\$1,533.56	A decrease in cost of statutory planning services can be attributed to the increase in applications received and decided on in 2020/21.
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[Direct cost of the statutory planning service / Number of planning applications received]

Decision making

<i>Council planning decisions upheld at VCAT</i>	100.00%	0.00%	0.00%	0.00%	There were no VCAT appeals in the 2020/21 financial year.
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$$\left[\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT decisions in relation to planning applications}} \right] \times 100$$

PRIORITY AREA 3: SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS



*The Gannawarra is
Victoria's nature based
tourism destination*

PRIORITY AREA 3:

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

Our Commitment:
To initiate, develop and manage sustainable natural and built environments

STRATEGIC OBJECTIVES

- Encourage an environmentally sustainable community
- Continue to develop sustainable waste management practice
- Promote, conserve and celebrate our community's rich and diverse heritage and culture
- Implement Council's Capital Works Program
- Upgrade infrastructure to improve access to key commercial markets
- Improve gateway entrances and township presentations across the Shire
- Managing facilities and assets now and into the future

SERVICES TO OUR COMMUNITY

Local Laws

Council's Local Laws team aims to create a healthy and safe environment for residents and visitors to our municipality.

Environmental Sustainability

Council oversees a number of environmental sustainability services including waste management, landfill rehabilitation, weeds and rabbits program and resource efficiencies.

Operations

Council strives to provide, maintain and develop its assets and infrastructure for the ongoing benefit and enjoyment of users.

Engineering

Council works to provide, maintain and coordinate its infrastructure, ensuring that public roads and related infrastructure are maintained to a high standard.

HIGHLIGHTS

- Reduction of Council's greenhouse gas emissions by 31 per cent since 2012
- Planting of 1,094 trees/shrubs throughout the municipality during 2020/21
- 49 per cent of waste diverted from landfill during 2020/21, exceeding the benchmark of 35 per cent
- Full cost recovery for waste management achieved

- Council's *Environmental Sustainability Strategy* reviewed, with implementation ongoing
- 2020/21 Pest and Weed program completed
- 87 per cent of 2020/21 Capital Works projects completed
- Continued advocacy efforts with relevant water authorities on issues raised by our communities
- *Domestic Wastewater Management Plan 2020-2024* adopted September 2020
- Continued representation on Central Victoria Greenhouse Alliance
- Works associated with Stage 2 of the Kerang CBD Redevelopment commenced November 2020
- Works associated with the Cohuna CBD and Waterfront Redevelopment commenced October 2020
- Federal Government funding secured for Murrabit Stormwater Project
- State Government funding secured for the Sir John Gorton Precinct Project
- Development of *Gannawarra Aquatic Strategy* underway
- Healthy by Design principles considered in all design works

PRIORITY AREA 3:

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Roads					
Satisfaction of use					
<i>Sealed local road requests</i>	11.90	20.73	9.21	12.67	There was an increase of sealed local road requests from 48 in 2019/20 to 66 in 2020/21. Council continues to encourage the community to submit a customer action request in order to lodge issues with Council maintained roads.
[Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition					
<i>Sealed local roads maintained to condition standards</i>	91.94%	99.23%	99.42%	99.50%	Sealed local roads maintained to condition standards has remained steady due to an increased focus in maintaining the local sealed roads to provide a better, safer network for the community.
[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100					
Service cost					
<i>Cost of sealed local road reconstruction</i>	\$35.00	\$40.65	\$44.30	\$37.46	A decrease in the cost of sealed local road reconstruction is due to the close proximity of the quarry to worksites therefore there has been a reduction in travel costs.
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					

PRIORITY AREA 3:

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Roads					
Service Cost					
<i>Cost of sealed local road resealing</i>	\$4.51	\$4.93	\$5.42	\$4.80	A decrease in the cost of sealed local road resealing is attributed to aggregating work areas to larger work areas resulting in discounted unit rates from the contractor.
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					
Satisfaction					
<i>Satisfaction with sealed local roads</i>	46.00	50.00	47.00	54.00	Results for community satisfaction with sealed local roads has seen an increase of seven points. This is a pleasing result. Council is aware that many residents find it difficult to ascertain a council maintained road compared to roads maintained by other authorities.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					
Animal Management					
Timeliness					
<i>Time taken to action animal management requests</i>	2.00	1.79	1.74	2.14	Council's Local Laws Officers continue to respond promptly to animal management requests. Whilst results suggest a slightly higher response time than previous years, the average response time is two days.
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					

PRIORITY AREA 3:

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Animal Management					
Service standard					
<i>Animals reclaimed</i>	73.00%	80.00%	19.66%	26.40%	250 animals were collected by Council officers in 2020/21. 66 of those were released back to their owners and 198 were rehomed.
[Number of animals reclaimed / Number of animals collected] x100					
<i>Animals rehomed</i>	New in 2020	New in 2020	75.64%	79.20%	250 animals were collected by Council officers in 2020/21. 66 of those were released back to their owners and 198 were rehomed.
[Number of animals rehomed / Number of animals collected] x100					
Service cost					
<i>Cost of animal management service per population</i>	New in 2020	New in 2020	\$10.02	\$9.54	The decrease in the cost of the animal management service can be attributed to staff vacancies not being filled during the 2020/21 financial year.
[Direct cost of the animal management service / population]					
Health and safety					
<i>Animal management prosecutions</i>	New in 2020	New in 2020	0.00%	0.00%	There were no animal management prosecutions in 2020/21
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					
Note: This measure replaces previous 'Animal management prosecutions', which was a measure of number, not proportion. For more information, please see retired measures.					

PRIORITY AREA 3:

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Waste Collection					
Satisfaction					
<i>Kerbside bin collection requests</i>	29.25	37.50	42.18	90.42	An increase in kerbside bin collection requests is attributed to community requests for replacement of stolen and damaged bins as well as high numbers of termination or change of service requests.
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000					
Service standard					
<i>Kerbside collection bins missed</i>	1.25	1.64	2.51	2.57	There was an increase of three missed bins in 2020/21.
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000					
Service cost					
<i>Cost of kerbside garbage bin collection service</i>	\$54.17	\$55.50	\$61.51	\$65.58	The cost of the kerbside garbage bin collection service has remained steady, with a small increase recorded in 2020/21 associated with CPI.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					
Service cost					
<i>Cost of kerbside recyclables collection service</i>	\$36.84	\$37.75	\$41.97	\$42.11	The cost of the kerbside recyclables collection has remained steady.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					

PRIORITY AREA 3:

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	41.48%	42.16%	37.15%	44.88%	There has been an increase in the volume of recycling and green waste, and a decrease in waste going to landfill. Council has a strong focus on reducing waste and continues to support the community in waste education.

[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

RETIRED MEASURES

The following indicators were retired in the year ended 30 June 2020

Service/indicator/measure	Results 2018	Results 2019	Results 2020
Animal Management			
Service cost			
Cost of animal management service	\$38.10	\$41.40	Retired in 2020
[Direct cost of the animal management service / Number of registered animals]	This measure was replaced by AM6 from 1 July 2019.		
Health and safety			
Animal management prosecutions	0	2	Retired in 2020
[Number of successful animal management prosecutions]	This measure was replaced by AM7 from 1 July 2019.		

A photograph of two road construction workers in high-visibility vests and hats working on a road. One worker is using a shovel to dig a trench, while the other is operating a yellow machine. A white truck with 'AUSROAD HD45' and 'DO NOT OVERTAKE TURNING VEH' is visible in the background.

OUR PERFORMANCE

PRIORITY AREA 4: GOOD GOVERNANCE AND A HEALTHY ORGANISATION

Council actively strives to maintain and improve the municipality's road, footpath, kerb and channel network

PRIORITY AREA 4:

GOOD GOVERNANCE AND A HEALTHY ORGANISATION

Our Commitment:
To be leaders in our community supported by a performance focused organisation that embraces innovation

STRATEGIC OBJECTIVES

- Advocate in the best interests of our community and region
- Inspire leadership within our communities
- Pursue initiatives to achieve long-term financial sustainability in line with best practice
- Our community is consulted on issues that will affect them
- Improve the community's ability to self-access information on Council's services and programs
- Council is a great place to work
- Identify innovative opportunities that create improvements

SERVICES TO OUR COMMUNITY

Customer Service

Council's frontline Customer Service team is the first point of customer contact for our residents, stakeholders and general community.

This team handles a variety of queries on a daily basis, including general customer enquiries, revenue collection and receipting, facility hire, office supply orders and postal collection and dispatch.

It is an expectation of the community that our Customer Service staff have excellent knowledge and service skills.

Finance

Council's Finance team provides in-house professional, technical and expert financial services that result in promoting financial sustainability and compliance with all regulatory standards and requirements.

Governance

Governance is the process of leading the organisation in good governance practices through establishing and maintaining standards of conduct and administration. This includes supporting Council's participatory democracy function through facilitation of open and transparent decision making.

Informing Council and management of their roles and responsibilities in order to deliver the best possible outcomes for the community is a primary governance function.

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 is the right number of staff, with the right skills and 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 staff are treated fairly and in accordance with workplace law and Council policies.

Municipal Emergency Management

Council's role in Municipal Emergency Management is to ensure compliance with statutory Local Government emergency management obligations. This includes ensuring that 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.

ICT Management

Information Communications Technology Management provides the technological platform and resources that enables staff to perform their duties and provide efficient services to the Shire and its customers.

Strategic Asset Management

Strategic Asset Management ensures that Council has the infrastructure in place to meet the needs of all other services delivered by Council, and has oversight of the Capital Works Program.

Records Management

The management of records during their 'life cycle' includes 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 Council events and transactions.

Grants

As a small rural municipality, Council is dependent on grant income. Seeking opportunities for grant funding for both Council and the community is a priority as is working in partnership with the community to implement goals listed in the community profiles contained within the *Gannawarra Shire Council Plan 2017-2021*.

HIGHLIGHTS

- Continued implementation of the *Gannawarra Shire Council Plan 2017-2021*, which includes the statutory *Municipal Public Health and Wellbeing Plan*
- Regular Council representation at Gannawarra Local Agency Meeting (GLAM), Southern Mallee Primary Care Partnership, Loddon Mallee Regional Local Government Directors, Municipal Association Victoria Aged Care Strategy Group, Mallee Early Years Compact, Mallee Children and Youth Area Partnerships, Mallee Family Violence Executive and Gannawarra Early Years Network meetings
- Continued downward trend in the asset renewal gap
- Continued increase in traffic through Council's website, with 90,205 sessions – 96.5 per cent being new visitors
- Continued increase in online submissions on Council's website, with submissions, requests and applications rising by 61 per cent. This increase can be attributed to the introduction of online forms on Council's website
- Adoption of *Healthy Food and Drinks Policy* in March 2020
- Working with Buloke Shire Council and Swan Hill Rural City Council on the Mallee Flexible Transport Project
- Partnership with Northern District Community Health continued
- Partnership with City of Greater Bendigo for the eight-week secondment of an Environmental Health Officer to cover peak time for Council's Environmental Health Service
- Regular attendance at meetings of Gannawarra Local Agency Meeting (GLAM), Southern Mallee Primary Care Partnership board, Loddon Mallee Regional Local Government Directors, Municipal Association of Victoria Aged Care Strategy Group, Mallee Early Years Compact, Mallee Family Violence Executive, Gannawarra Early Years Network and Buloke Loddon Gannawarra Health Executives
- Advocacy with the Mallee Regional Partnership, Rail Freight Alliance and Murray River Group of Councils in relation to matters regarding water security, Murray Darling Basin Plan and electricity transmission line upgrades
- Meetings held with DELWP Senior Executive Team, Energy Minister and Deputy Secretary Energy regarding transmission line upgrades
- Regular established meetings with Regional Roads Victoria and EPA to pursue advocacy initiatives
- Council-nominated staff member participating in the 2021 Loddon Murray Community Leadership Program
- Annual sponsorship of GRIP Leadership Conference, enabling grade six students from primary schools across the gannawarra to attend this event
- Elders Group meetings held at regular intervals
- Council Engagement Program developed for 2021
- Continue support for community groups to develop funding applications
- Community Engagement Strategy 2020-2025* adopted July 2020
- Reconciliation Action Plan under development with Kerang Elders Group and Gannawarra Local Agency Meeting
- Council funded \$83,500 to 22 groups through the *2020/21 Community Grants Program*
- Council funded \$35,002 to 13 groups through the *Gannawarra Community Resilience Grants Program*
- Council funded \$251,732 for six community projects through the *Major Community Projects Fund*
- 93.2 per cent of annual staff reviews completed
- Funding obtained to employ eight people under the *Working for Victoria grant*.
- Budget adopted with an underlying surplus
- Funding obtained to support the livestreaming of Council meetings and improved community engagement resources
- Audit and Risk Committee established with a broader focus on Council policies; monitor financial performance; monitor risk and fraud control and overview the audit functions

PRIORITY AREA 4:

GOOD GOVERNANCE AND A HEALTHY ORGANISATION

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Governance					
Transparency					
<i>Council decisions made at meetings closed to the public</i>	4.95%	4.08%	2.94%	3.42%	The number of matters considered at meetings closed to the public has increased by one from three to four. This small number reflects a high level of transparency and accountability in the decision making process.
[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					
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i>	54.00	55.00	43.00	56.00	The Community Satisfaction Survey results showed great improvement in the satisfaction of community consultation and engagement from a score of 43 in 2019/20 to 56 in 2020/21. Council remains committed to listening and engaging with the community.
Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement					

PRIORITY AREA 4:

GOOD GOVERNANCE AND A HEALTHY ORGANISATION

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Governance					
Attendance					
<i>Councillor attendance at council meetings</i>	94.05%	96.43%	91.21%	94.05%	Attendance at Council Meetings remained steady in 2020/21.

[The sum of the number of Councillors who attended each Ordinary and Special Council Meeting / (Number of Ordinary and Special Council Meetings) × (Number of Councillors elected at the last Council general election)] x100

Service cost

<i>Cost of elected representation</i>	\$40,037.69	\$42,703.93	\$43,818.96	\$36,020.55	A decrease in the cost of elected representation is attributed to less demand for travel and accommodation, legal services and the use of consultants.
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[Direct cost of the governance service / Number of Councillors elected at the last Council general election]

Satisfaction

<i>Satisfaction with council decisions</i>	54.00	52.00	39.00	55.00	The Community Satisfaction Survey results showed great improvement in the satisfaction with council decisions from a score of 39 in 2019/20 to 55 in 2020/21.
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Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community



OUR PERFORMANCE

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

*Council-supported Pram
Walks programs occur
at Cohuna, Kerang and
Koondrook*

PRIORITY AREA 5:

STRONG HEALTHY COMMUNITIES

Our commitment:
Our community will be healthy, creative, inclusive and safe

STRATEGIC OBJECTIVES

- Ensure quality and accessible services that meet the needs of our community
- Provide a range of opportunities that promote active and healthy lifestyles and social connectedness
- Foster a community that values lifelong learning and creativity
- Ensure our communities are welcoming, inclusive and safe for all

SERVICES TO OUR COMMUNITY

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 health promotion activities are undertaken in partnership with the Gannawarra Local Agency Meeting (GLAM), consisting of Council, Northern District Community Health, Cohuna District Hospital, Kerang District Health, Victoria Police, Mallee District Aboriginal Service, Mallee Family Care, Murray Primary Health Network, and supported by the Southern Mallee Primary Care Partnership.

Children and Family Services

Council's Children and Family Services team oversees various services, programs and activities that support families with the growth and development of their children. These includes kindergarten programs, long day care, family day care, maternal and child health, supported playgroup and toy library.

These education and care services are approved and licensed by the Australian Children's Education and Care Quality Authority and the Department of Education and Training.

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.

Environmental Health Officers administer and enforce a range of legislation to protect health and wellbeing.

Partnerships

Council's Community Wellbeing team has developed strategic partnerships with the community, service providers and funding bodies to assist with the delivery of the following strategic plans:

- *Gannawarra Shire Council Plan 2017-2021*, which incorporates the *Municipal Public Health and Wellbeing Plan 2017-2021*
- *Children and Youth Strategy 2016- 2020*
- *Positive Ageing Strategy 2016-2020*
- *Creative Arts and Activation Plan 2016-2020*

Arts and Culture

Through Creative Gannawarra, Council coordinates creative programs in partnership with local people, industries and organisations, reflecting the increasing popularity of arts, culture, sustainability, history and creative activation across all sectors of the community.

Council actively seeks funding to support arts and culture projects and events.

Community Care

Council is proud to have provided services to support older people and people with a disability since 1985, and has been a registered National Disability Insurance Scheme (NDIS) provider since 2019.

This work is undertaken by our Community Care team, which aims to maintain or increase independence by focusing on each client's capacity.

Council has invested in training staff with all staff qualified to provide support to people wanting to remain living independently at home for as long as possible.

Maternal and Child Health

Maternal and Child Health is a free universal primary care service for families with children from birth to school age. Provided under a Memorandum of Understanding with the Municipal Association of Victoria and the Department of Families, Fairness and Housing, nurses offer support to all families and can refer families and children on to specialist assistance.

Maternal and Child Health nurses are also key front line primary health staff dealing with vulnerable children and families experiencing concerns such as family violence, drug and alcohol addiction, gambling, mental health and disability.

Libraries

The Gannawarra Library Service aims to support information, recreation and lifelong learning for residents and visitors of all ages.

The library service is part of the SWIFT Consortia, a cooperative network of public library services that shares the one integrated library management system (ILMS), enabling the cost effective implementation of innovative technologies and the efficient sharing of resources to the benefit of library patrons.

Aquatic Services

Council provides aquatic services to its community, including operating two outdoor seasonal swimming pools in Cohuna and Kerang and an indoor warm water exercise pool in Kerang. These facilities provide an opportunity for passive recreational pursuits in safe and protected waters, with community groups, schools and Council utilising these facilities for learn to swim and other recreational programs.

Council also supports three community-managed outdoor public swimming facilities in Koondrook, Leitchville and Quambatook.

HIGHLIGHTS

- Fluoridation plant at Cohuna water treatment facility turned on
- Cohuna CBD and Waterfront Connections Project commenced October 2020
- Cohuna Skate Park redevelopment completed June 2021
- Kerang CBD Redevelopment – Stage 2 commenced November 2020
- Continued promotion of the *5 Ways to Wellbeing* and *Mental Health Matters to us in Gannawarra* poster, including a community wide campaign to coincide with R U OK? Day in September 2020
- Adapted the Gannawarra VicHealth Walk to School program to meet COVID-19 restrictions and continue to encourage active travel and healthy living through local primary schools
- Continued implementation of Council's *Social Inclusion Strategy*
- Gannawarra Community Resilience Committee meetings held regularly during 2020/21
- *Gannawarra COVID-19 Relief and Recovery Plan* developed and implemented
- *Gannawarra Community Resilience Grants Program* provided \$92,706 to 28 groups for community events and initiatives that support mental health and social connections
- A new *re-Connect with your Gannawarra Grants Program* provided \$11,100 to 32 groups to support small events, programs or projects to bring people together. This was targeted at playgroups, men's sheds, public hall committees, neighbourhood houses, and community planning groups. Support was also provided to the six organisations that produce community newsletters circulating across the Gannawarra
- 10 school and community garden projects supported through the *Gannawarra Community Resilience Grants Program* to increase access to free and fresh fruit and vegetables
- Council funded the Youthrive Victoria Dream Seeds program for Grade 5 and 6 students across Gannawarra. Five schools were visited over a three-day period, engaging with 173 students face to face and another 51 students online
- Supported the delivery of Stage 2 of the *Tactics for Tough Times Program* as part of the State Government's *Drought (Mental Health) Support Package*
- The Gannawarra Giving Account, established in 2019, raised \$6,474 to support children and families experiencing financial difficulties. These funds were distributed via local schools in December 2020 with 52 per cent of the funds used to support the purchase of new school uniforms, 15 per cent to purchase essential items for students and 5 per cent to support access to school swimming programs.
- Coordination of the development of a fifth *School Transition in Gannawarra* booklet to provide information to parents on transition from kinder to prep and grade 6 to year 7
- Continued promotion of the Studiosity online homework support program and the MyWarra website
- Two theatre productions held, organised by Council in partnership with a range of community partners
- Gannawarra Shire Children's Centre underwent Rating and Assessment in April 2021, receiving Meeting National Quality Standard accreditation

PRIORITY AREA 5:

STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i>	1.00	1.33	1.00	1.00	Gannawarra Shire Council operates one indoor aquatic and two outdoor seasonal aquatic facilities. All three facilities were inspected throughout the year.
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					
Health and Safety					
<i>Utilisation of aquatic facilities</i>	2.52	4.61	3.45	3.27	Attendance at Council's outdoor swimming pools remained stable in 2020/21. Due to the COVID-19 Pandemic, Council's indoor facility was closed leading to a decrease in overall utilisation of aquatic facilities.
[Number of visits to aquatic facilities / Municipal population]					
Service cost					
<i>Cost of aquatic facilities</i>	New in 2020	New in 2020	\$10.96	\$12.31	Council has focused on strengthening the operations of its facilities to ensure compliance with the Code of Practice, Guidelines for Safe Pool Operations and the State Government's COVID-19 Safe Directions. Combined with a decrease in utilisation due to the Pandemic, the cost of aquatic facilities has increased.
[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]					Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'. For more information, please see retired measures.

PRIORITY AREA 5:

STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Food Safety					
Timeliness					
<i>Time taken to action food complaints</i>	1.33	1.00	0.00	0.20	Council received a total of 5 food complaints in 2020 and were all actioned within one day.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
<i>Food safety assessments</i>	97.40%	100.00%	100.00%	12.86%	Council's performance in this area saw a decrease in 2020/21 due to staff resourcing and the COVID-19 Pandemic.
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100					
Service cost					
<i>Cost of food safety service</i>	\$401.69	\$305.08	\$305.08	\$378.57	An increase in the cost of the food safety service is attributed to the required use of a contractor due to the resignation of Council's Environmental Health Officer.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	0.00%	0.00%	0.00%	100.00%	One major non-compliance notification for a food premises was received and followed up in accordance with the <i>Food Act 1984</i> .
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Libraries					
Utilisation					
Physical library collection usage	1.99	2.01	1.64	1.23	A reduction in the usage of the physical library collection can be attributed to the temporary closure of library branches due to the COVID-19 Pandemic.
[Number of library collection item loans / Number of library collection items]					Note: From 2019/20, this indicator measures the performance of physical library items as a subset of the wider library collection.
Resource standard					
Recently purchased library collection	35.83%	41.85%	38.51%	34.93%	There was a small reduction in purchasing new items for the collection in 2020/21. Gannawarra Shire Council is committed to continuing to withdraw older stock and increase the standard of the collection.
[Number of library collection items purchased in the last five years / Number of library collection items] x100					
Participation					
Active library borrowers in municipality	18.44%	16.75%	16.65%	13.50%	A reduction in the number of active library borrowers is attributed to the temporary closure of library branches due to the COVID-19 Pandemic.
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
Service cost					
Cost of library service per population	New in 2020	New in 2020	\$54.65	\$57.04	The cost of the library service remained steady in 2020/21.
[Direct cost of the library service / Population]					Note: Note: This measure replaced the previous 'Cost of library service' indicator, which measured based on number of visits. For more information, please see retired measures.

PRIORITY AREA 5:

STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
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Maternal and Child Health (MCH)

Service standard

Infant enrolments in the MCH service	100.00%	97.25%	101.28%	101.02%	Infant enrolments in the Maternal and Child Health Services continues to remain high and consistent with previous years.
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[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100

Service cost

Cost of the MCH service	\$62.04	\$65.05	\$81.64	\$84.92	There was a small increase in the cost of the Maternal and Child Health Service due to the employment of an additional nurse in the last quarter of the year.
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NOTE: Cost of the MCH service / Hours worked by MCH nurses

Participation

Participation in the MCH service	77.49%	70.95%	86.88%	85.60%	Participation in the Maternal and Child Health Service has remained steady and in line with industry expectations.
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[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100

Participation

Participation in the MCH service by Aboriginal children	54.39%	61.90%	100.00%	97.37%	Participation in the Maternal and Child Health Service by Aboriginal children has remained steady and in line with industry expectations.
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[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

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations and Comments
Maternal and Child Health (MCH)					
Satisfaction					
Participation in 4-week Key Age and Stage visit	New in 2020	New in 2020	101.28%	94.90%	Participation in the Maternal and Child Service is down slightly due to COVID-19, and families hesitant to have very young infants out in the community.

[Number of 4-week key age and stage visits / Number of birth notifications received] x100

RETIRED MEASURES

The following indicator were retired in the year ended 30 June 2020

Service/indicator/measure	Results 2018	Results 2019	Results 2020
Aquatic Facilities			
Service cost			
Cost of indoor aquatic facilities	\$8.46	\$5.71	Retired in 2020
[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	This measure was replaced by AF7 from 1 July 2019.		
Cost of outdoor aquatic facilities	\$12.41	\$4.81	Retired in 2020
[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	This measure was replaced by AF7 from 1 July 2019.		
Libraries			
Service cost			
Cost of library service	\$6.80	\$7.64	Retired in 2020
[Direct cost of the library service / Number of visits]	This measure was replaced by LB5 from 1 July 2019.		
Maternal and Child Health (MCH)			
Satisfaction			
Participation in first MCH home visit	109.00%	97.25%	Retired in 2020
[Number of first MCH home visits / Number of birth notifications received] x100	This measure was replaced by MC6 from 1 July 2019.		

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

Gannawarra Shire Council is constituted under the Local Government Act 2020 to provide leadership for the good governance of the municipal district and the local community. Section 8(1) of the Act states the role of Council is “to provide good governance in its municipal district for the benefit and wellbeing of the municipal community”.

This is achieved by adhering to the following governance principles:

- Council decisions are to be made and actions taken in accordance with the relevant law;
- Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- The municipal community is to be engaged in strategic planning and strategic decision making;
- Innovation and continuous improvement is to be pursued;
- Collaboration with other Councils and Governments and statutory bodies is to be sought;
- The ongoing financial viability of the Council is to be ensured;
- Regional, state and national plans and policies are to be taken into account in strategic planning and decision making; and

- The transparency of Council decisions, actions and information is to be ensured.

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

The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with the Act and a range of other acts and regulations.



GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

MEETINGS OF COUNCIL

Council conducts open public meetings on the third Wednesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery or watch proceedings via a live broadcast available on Council's website.

Council meetings also provide the opportunity for community members to submit questions to Council or provide feedback on items in line with Council's *Community Engagement Policy*.

As Council was operating in accordance with the *COVID-19 Omnibus (Emergency Measures)*

Act 2020, members of the public were not able to physically attend meetings held between July 2020 and February 2021, however each meeting was livestreamed via Council's website.

For the 2020/21 year, Council held 12 Council Meetings, including one to elect a Mayor and Deputy Mayor.

COUNCIL MEETING DATES													
COUNCILLOR	15/7/20	19/8/20	16/9/20	21/10/20	23/11/20	25/11/20	16/12/20	17/2/21	17/3/21	21/4/21	19/5/21	16/6/21	TOTAL
Cr Jodie Basile	A	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3 of 4
Cr Jenny Fawcett	✓	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4 of 4
Cr Andrew Gibbs	A	✓	✓	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2 of 4
Cr Brian Gibson	✓	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4 of 4
Cr Charlie Gillingham	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11 of 12
Cr Lorraine Learmonth	✓	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4 of 4
Cr Steve Tasker	✓	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4 of 4
Cr Ross Stanton	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	8 of 8
Cr Kelvin Burt	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	8 of 8
Cr Travis Collier	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	8 of 8
Cr Jane Ogden	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	A	✓	7 of 8
Cr Keith Link	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	8 of 8
Cr Garner Smith	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	8 of 8

A – Apology

X – Absent

N/A – Not a Councillor

COUNCILLOR PORTFOLIOS

Councillor portfolios as determined during 2020/21

COUNCILLOR	PORTFOLIO	COMMITTEE
Cr Jodie Basile*	Early Years	
Cr Kelvin Burt**		Community Halls Community Asset Committee (from November 2020)
Cr Travis Collier**		Municipal Association of Victoria (from November 2020)
Cr Jenny Fawcett*		
Cr Andrew Gibbs*		
Cr Brian Gibson*		Municipal Emergency Management Planning Committee (until October 2020) Central Victorian Greenhouse Alliance (CVGA) (until October 2020) Audit Committee (until October 2020) Municipal Association of Victoria (MAV) (until October 2020)
Cr Charlie Gillingham		Audit Committee (until 19 August 2020) Audit and Risk Committee (from 19 August 2020) Murray River Group of Councils – as Mayor (from November 2020) Loddon Campaspe Councils – as Mayor (from November 2020)
Cr Lorraine Learmonth*	Arts and Culture, Elders, Seniors	Loddon Mallee Waste and Resource Recovery Group (LMWRRG) (until October 2020) MAV Arts and Culture Committee (until October 2020) MAV Environment Committee (until October 2020) Seniors Advisory Committee (until October 2020) Elders Group (until October 2020) Community Halls Committee of Council – as Mayor (until 1 September 2020) Murray River Group of Councils – as Mayor (until October 2020) Loddon Campaspe Councils – as Mayor (until October 2020)
Cr Keith Link**		Municipal Fire Management Planning Committee (from November 2020)
Cr Jane Ogden**		Loddon Mallee Waste and Resource Recovery Group (LMWRRG) (from November 2020)
Cr Garner Smith**		Audit and Risk Committee (from November 2020) Rural Councils Victoria (from November 2020)
Cr Ross Stanton**		Central Victorian Greenhouse Alliance (CVGA) (from November 2020) Rail Freight Alliance (from November 2020)
Cr Steven Tasker*		Municipal Fire Management Planning Committee (until October 2020)

* Council term ended 23 October 2020

** Commenced on Council 16 November 2020

CODE OF CONDUCT

On 17 February 2021, Council reviewed and adopted *Policy No. 078 – Councillor Code of Conduct* in accordance with Section 139(4) of the Act. The reviewed Councillor Code of Conduct includes four new mandatory standards of Council conduct (conduct standards) to provide greater clarity around the behaviour expected of Councillors and a consistent framework for handling complaints alleging misconduct under the Code.

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.

CONFLICT OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a council delegates its powers to a Council officer or a committee, the officer or committee must also act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standing agenda item for all Council meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflicts of interest.

During 2020/21, three conflicts of interest were

declared at a Council meeting.

COUNCILLOR ALLOWANCES

In recognition of their roles and functions, Mayors and Councillors are entitled to receive an allowance. The Victorian Government sets upper and lower limits for all allowances paid to Mayors and Councillors.

For the purpose of these allowance limits, councils are divided into three categories based on the income and population of each council. Gannawarra Shire Council is classified as a Category 1 Council.

In accordance with relevant provisions of the *Local Government Act 1989* and the *Local Government Act 2020*, a 16 November 2016 decision of Council to set Gannawarra Shire Councillor allowances at the maximum for Category 1 continued to apply during 2020/21.

The Category 1 Councillor allowance for 2020/21 was fixed at \$21,049 plus an amount equivalent to the superannuation guarantee of 9.5 per cent of the allowance.

The Category 1 Mayoral allowance for 2020/21 was fixed at \$62,884 plus an amount equivalent to the superannuation guarantee of 9.5 per cent of the allowance.

The Mayor and Councillors have the option to be provided with internet access, a mobile telephone and a laptop. All Councillors have access to a computer, printer and fax machine at Council's offices. The Mayor is also provided with a vehicle.

COUNCILLOR EXPENSES

In accordance with the Act, a Council must:

- Reimburse a Councillor for out-of-pocket expenses the Council is satisfied are bona fide expenses; have been reasonably incurred in the performance of the role of Councillor; and are reasonably necessary for the Councillor to perform that role.
- Provide details of all such reimbursements to the Audit and Risk Committee.
- Adopt and maintain an expenses policy in relation to the reimbursement of out-of-pocket expenses for Councillors.

Council reviewed and endorsed *Policy No. 092 – Councillor Allowances and Support* on 19 August 2020 in

include provisions for members appointed to delegated committees and specifically include reimbursement of childcare costs and costs incurred by those who are carers within the meaning of the *Carers Recognition Act 2012*.

The policy was again reviewed on 21 April 2021 to address recommendations from the Local Government Inspectorate *Councillor Allowances and Support: equitable treatment and enhanced integrity review 2020*.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor.

The details of the expenses including reimbursement of expenses for each Councillor paid by Council for 2020/21 are set out as below:

Schedule of Councillor Expenses - 2020/21

	1. Conferences & Training Expenses	2. Travel Expenses	3. Car Mileage Expenses	4. IT & Communication Expenses	TOTAL
Cr Andrew Gibbs*	-	-	-	\$100	\$100
Cr Brian Gibson*	-	-	-	\$100	\$100
Cr Charlie Gillingham	\$3,110	\$288	\$7,238	\$305	\$10,941
Cr Garner Smith**	\$790	\$594	-	\$187	\$1,572
Cr Jane Ogden**	\$1,395	\$743	\$337	\$168	\$2,643
Cr Jenny Fawcett*	-	-	-	\$100	\$100
Cr Jodie Basile*	-	-	-	\$100	\$100
Cr Keith Link**	-	\$988	-	\$187	\$1,175
Cr Kelvin Burt**	-	-	-	\$187	\$187
Cr Lorraine Learmonth*	-	-	\$3,136	\$161	\$3,296
Cr Ross Stanton**	-	\$508	-	\$187	\$696
Cr Steve Tasker*	-	\$216	-	\$100	\$316
Cr Travis Collier**	-	-	-	\$187	\$187
	\$5,295	\$3,337	\$10,710	\$2,071	\$21,414

* Council term ended 23 October 2020

** Commenced on Council 16 November 2020

1. Conferences & Training Expenses

This category covers registration fees & all other costs (eg accommodation, meals) associated with attendance by Councillors at local conferences, training, functions and seminars. These are normally held by Local Government related organisations, professional bodies and institutions, education institutions and private sector providers on areas and events which impact the roles of Councillors and the Shire in general. This category also includes memberships and subscriptions to bodies and organisations whose activities are relevant to the role of Councillors.

2. Travel Expenses

This category covers costs associated with assisting Councillors in meeting the transport costs incurred in attending meetings, functions and other commitments within and outside the municipality. This comprises use of a taxi, **reimbursement for use of private vehicle** while conducting Council business, car parking fees, the provision of car parking permits etc as described in the Councillor Expenses Policy. This category also comprises costs associated with accommodation and incidentals when travelling on Council business.

3. Car Mileage Expenses

This category covers car mileage expenses for the use of Council vehicles by Councillors whenever travelling to conduct Council business.

4. IT & Communication Expenses

This category covers mobile telephone use associated with ensuring that Councillors are accessible and are able to communicate with constituents, stakeholders, other Councillors, Council Officers and family members while conducting Council business.

AUDIT AND RISK COMMITTEE

As part of Council's adherence to the *Local Government Act 2020*, Council's Audit Committee became the Audit and Risk Committee in August 2020.

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

Council's five member Audit and Risk Committee consists of three independent members – John Campbell, Bradley Tarr, Francis Crawley (from March 2021) and Deanne Van Der Drift (until December 2020) – and two Councillor representatives, being Cr Charlie Gillingham, Cr Brian Gibson (until October 2020) and Cr Garner Smith (from November 2020).

Independent members are appointed for a three-year term. The Chair must be an independent member and is elected by the committee.

The Audit and Risk Committee meets at least quarterly, with five meetings held during 2020/21. The Victorian Auditor-General's Office (VAGO) audit service provider and Council's appointed Internal Auditors, along with the Chief Executive Officer and Director Corporate Services are invited to attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports.

Recommendations and outcomes from each Audit and Risk Committee meeting are subsequently reported to, and considered by Council.

INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance to the Audit and Risk Committee that appropriate processes and controls are in place across Council.

Providing reports to the Audit and Risk Committee, internal audit reviews are conducted across the organisation by the appointed internal auditors, AFS & Associates Pty Ltd of Bendigo. A risk-based three-year Strategic Internal Audit Plan (SIAP) was completed in 2020/21. In December 2020 Council adopted a change in the focus of the internal audits to specialist reviews aimed at efficiency gains.

The Internal Auditors attend relevant Audit and Risk Committee meetings to report on the status of the SIAP, provide an update on the implementation of audit recommendations and present findings of completed reviews.

The following SIAP reviews were presented to the Audit and Risk Committee during 2020/21:

- Procurement
- Payroll
- Past Issues

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General's Office (VAGO). The annual external audit of Council's Financial Statements and Performance Statement for 2020/21 was conducted by the VAGO appointed audit service provider, Johnsons MME.

RISK MANAGEMENT

Council officers continue to encourage and provide support for proactive and embedded risk management throughout the organisation.

During 2020/21, Council's Audit and Risk Committee received three Risk Management Reports, in accordance with Council's Risk Management framework (Council Opportunity and Risk Evaluator – CORE).

No CORE assessments were undertaken however a number of risk assessments were undertaken prior to the addition of each project to the Capital Works Program during preparation of Council's proposed 2021/22 Budget.

Council's Business Continuity Plan was not activated during 2020/21. Regular reviews and test exercises were undertaken on both the Plan and department sub-plans.

GOVERNANCE AND MANAGEMENT CHECKLIST

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES/NO	DATE IF YES (SINGLE ITEM/DATE)	DATES IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOC IF ANSWER IS YES
GC1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation	YES	17/02/2021		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	YES	16/09/2020		
GC3	Financial Plan		NO			In accordance with the <i>Local Government Act 2020</i> , the Financial Plan will be adopted by 31 October 2021.
GC4	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)		NO			In accordance with the <i>Local Government Act 2020</i> , the Asset Plan will be adopted by 30 June 2022.
GC5	Revenue and Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation	YES	16/06/2021		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC6	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	16/06/2021		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES/NO	DATE IF YES (SINGLE ITEM/DATE)	DATES IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOC IF ANSWER IS YES
GC7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	YES	17/10/2018		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	YES	13/3/2017		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC9	Municipal emergency management plan (plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i>	YES	19/5/2020		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC10	Procurement policy (policy under Section 186A of the <i>Local Government Act 1989</i> 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 <i>Local Government Act 2020</i>	YES	16/06/2021		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC11	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	28/01/2021		
GC12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)		NO			Council's Disaster Recovery Plan is outdated and is currently being reviewed and updated.
GC13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	YES	31/03/2020		

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES/ NO	DATE IF YES (SINGLE ITEM/ DATE)	DATES IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOC IF ANSWER IS YES
GC14	Audit and Risk 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	19/08/2020		
GC15	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	NO			An internal auditor was appointed up until December 2020. Council has adopted a more targeted internal audit program focussing on efficiency and business gains. Auditors are appointed on an individual case by case scenario based on experience and qualifications in the relevant field of the audit.
GC16	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	19/12/2018		
GC17	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	08/02/2021		
GC18	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		25/11/2020 17/02/2021 19/05/2021	

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES/NO	DATE IF YES (SINGLE ITEM/DATE)	DATES IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOC IF ANSWER IS YES
GC19	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	YES		23/09/2020 09/12/2020 31/03/2021	
GC20	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)		NO			The mid-year report was prepared however not presented.
GC21	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	21/10/2021		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC22	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	17/02/2021		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC23	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	19/8/2020		
GC24	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	19/8/2020		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications

STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to Council.

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

The following prescribed documents were available for public inspection, or copies of the documents were able to be obtained at 47 Victoria Street, Kerang:

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of council staff in the previous 12 months.
- Agendas for, and minutes of, Council Meetings other than those agendas and minutes relating to part of a meeting which was closed to members of the public under the Act and are confidential information within the meaning of Section 3(1) of the Act.
- A register of delegations including the date on which the last review took place.
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.
- A register of authorised officers appointed under that section.
- A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

BEST VALUE

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 the *Gannawarra Shire Council Plan 2017-2021* to define the goals of the organisation over a four-year period as required by the *Local Government Act 1989*. The *Gannawarra Shire Council Plan 2017-2021* contains five Key Priority Areas:

- Connectivity
- Economic Diversity, Growth and Prosperity
- Sustainable Natural and Built Environments
- Good Governance and a Healthy Organisation
- Strong Healthy Communities

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 Leadership Team. Shortfalls against these indicators can then be seen as areas for improvement.

CARER'S RECOGNITION

In accordance with the *Carers Recognition Act 2012*, Council is required to report annually on its care measurement obligations under Section 11 of that Act.

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of that Act to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

- Facilitating a monthly Carer's Group;
- Distributing information through Council services and community newsletters; and
- Working in partnership with other organisations and community groups.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

- Recognising National Carer's Week
- Providing respite services to carers

CONTRACTS

During 2020/21, Council did not enter into any contracts valued at \$150,000 (including GST) or more for services or goods, or \$200,000 (including GST) or more for works without engaging in a competitive process.

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.

During 2020/21, Council continued enacting its *Social Inclusion Strategy 2019-2023*, which was adopted by Council in February 2019.

This Strategy is Council's commitment to reducing barriers for groups most at risk of being excluded from the community. This includes those with disability, who are culturally or linguistically diverse, who are Indigenous, who identify as LGBTIQ, young people, older people and community members facing socioeconomic disadvantage.

The strategy was developed with input from the community, service providers and Council staff. It incorporates an implementation plan with actions to be completed across the life of the strategy.

DOMESTIC ANIMALS 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.

Highlights during 2020/21 include:

- Working with local veterinary clinics to encourage responsible pet ownership.
- Installing additional cat cages at the Kerang Pound.
- Purchasing additional cat traps.
- Continued rehousing of surrendered domestic animals the community could no longer care for.

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 Ministerial Directions were received by Council during 2020/21.

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 Victorian Information Commissioner to review decisions to refuse access to information.

Requests for access to information under the *Freedom of Information Act 1982* 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.

Whilst several requests for documents were received, no valid Freedom of Information requests were received during 2020/21.

PROTECTED DISCLOSURE PROCEDURES

In accordance with Section 69 of the *Protected Disclosure Act 2012*, a Council must include in its Annual Report information about how to access the procedures established by the Council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year.

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are outlined in *Policy No. 107 - Public Interest Disclosure*, which is publicly available on Council's website.

During 2020/21, no disclosures were notified to Council officers appointed to receive disclosures, or to the Independent Broad-based Anti-corruption Commission (IBAC).

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with Section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its Annual Report.

No Ministerial Directions were received by Council during 2019/20.

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with Section 46GM and 46QD of the *Planning and Environment Act 1987*, a Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a Council's Annual Report.

No infrastructure and development contributions were received by Council in 2020/21.

A yellow John Deere grader is shown from a rear perspective, working on a dirt road. The machine is moving away from the viewer, leaving deep tracks in the reddish-brown soil. The background features a line of trees on the left, a green field with a fence on the right, and a blue sky with scattered white clouds. Power lines are visible in the upper right corner. The overall scene is bright and sunny.

FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

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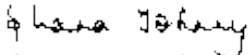
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Certification of the Financial Statements

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*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Shana Johnny, CPA

Principal Accounting Officer

Date : 23-Sep-21

Kerang

In our opinion the accompanying financial statements present fairly the financial transactions of Gannawarra Shire Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that 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.



Charlie Gillingham

Councillor

Date : 23-Sep-21

Kerang

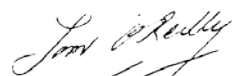


Jane Ogden

Councillor

Date : 23-Sep-21

Kerang



Tom O'Reilly

Chief Executive Officer

Date : 23-Sep-21

Kerang

Independent Auditor's Report

To the Councillors of Gannawarra Shire Council

Opinion	<p>I have audited the financial report of Gannawarra Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statement. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit 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 council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
30 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	13,490	13,186
Statutory fees and fines	3.2	527	371
User fees	3.3	3,122	1,490
Grants - operating	3.4	10,399	8,776
Grants - capital	3.4	5,850	5,233
Contributions - monetary	3.5	150	150
Contributions - non monetary	3.5	83	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(954)	79
Fair value adjustments for investment property	6.2	49	-
Other income	3.7	3,558	3,587
Total income		36,273	32,872
Expenses			
Employee costs	4.1	16,092	14,066
Materials and services	4.2	9,942	9,160
Depreciation	4.3	6,350	6,092
Bad and doubtful debts	4.4	119	32
Borrowing costs	4.5	26	33
Other expenses	4.6	432	316
Total expenses		32,961	29,699
Surplus/(deficit) for the year		3,312	3,173
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	7,573	433
Total comprehensive result		10,885	3,606

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

Balance Sheet

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	12,510	5,621
Trade and other receivables	5.1 (c)	2,879	3,791
Other financial assets	5.1 (b)	2,503	4,471
Inventories	5.2 (a)	150	726
Other assets	5.2 (b)	262	925
Total current assets		18,304	15,534
Non-current assets			
Property, infrastructure, plant and equipment	6.1	214,458	202,821
Investment property	6.2	1,030	1,152
Total non-current assets		215,488	203,973
Total assets		233,792	219,507
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	991	1,217
Trust funds and deposits	5.3 (b)	813	717
Provisions	5.5	3,599	3,085
Unearned income	5.3 (c)	3,768	954
Interest-bearing liabilities	5.4	106	116
Total current liabilities		9,277	6,089
Non-current liabilities			
Provisions	5.5	1,404	1,103
Interest-bearing liabilities	5.4	250	340
Total non-current liabilities		1,654	1,443
Total liabilities		10,931	7,532
Net assets		222,861	211,975
Equity			
Accumulated surplus		94,585	91,273
Reserves	9.1	128,275	120,702
Total Equity		222,861	211,975

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

Statement of Changes in Equity For the Year Ended 30 June 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000
2021				
Balance at beginning of the financial year		211,975	91,273	120,702
Surplus for the year		3,313	3,312	-
Net asset revaluation increment	6.1	7,573	-	7,573
Balance at end of the financial year		222,861	94,585	128,275

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000
2020				
Balance at beginning of the financial year		208,369	88,100	120,269
Surplus for the year		3,173	3,173	-
Net asset revaluation increment		433	-	433
Balance at end of the financial year		211,975	91,273	120,702

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 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		13,885	12,604
Statutory fees and fines		527	371
User fees		3,254	1,490
Grants - operating		10,375	9,043
Grants - capital		9,347	5,920
Contributions - monetary		150	150
Interest received		30	108
Trust funds and deposits taken		96	231
Other receipts		3,573	3,239
Net GST refund/payment		285	285
Employee costs		(15,559)	(13,913)
Materials and services		(9,351)	(10,159)
Other payments		(451)	(873)
Net cash provided by/(used in) operating activities	9.2	16,161	8,496
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(11,673)	(10,327)
Proceeds from sale of property, infrastructure, plant and equipment		559	243
Sale of / (payments for) investments		1,968	(283)
Net cash provided by/(used in) investing activities		(9,146)	(10,367)
Cash flows from financing activities			
Finance costs		(26)	(33)
Repayment of borrowings		(100)	(108)
Net cash provided by/(used in) financing activities		(126)	(141)
Net increase (decrease) in cash and cash equivalents		6,889	(2,012)
Cash and cash equivalents at the beginning of the financial year		5,621	7,633
Cash and cash equivalents at the end of the financial year		12,510	5,621
Financing arrangements	5.6	456	556
Restrictions on cash assets	5.1	813	717

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

Statement of Capital Works For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Land		171	4
Land improvements		1,743	28
Total land		1,915	32
Buildings		147	-
Building improvements		33	273
Total buildings		180	273
Total property		2,095	305
Plant and equipment			
Plant, machinery and equipment		611	1,094
Computers and telecommunications		274	311
Library books		69	79
Total plant and equipment		954	1,484
Infrastructure			
Roads		3,447	3,229
Bridges		570	1,557
Footpaths and cycleways		210	144
Kerb and channel		144	
Drainage		89	570
Recreational, leisure and community facilities		240	1,975
Waste management		7	226
Parks, open space and streetscapes		2,864	-
Other infrastructure		1,059	831
Total infrastructure		8,630	8,532
Total capital works expenditure		11,678	10,321
Represented by:			
New asset expenditure		4,107	2,448
Asset renewal expenditure		5,971	6,477
Asset expansion expenditure		489	1,040
Asset upgrade expenditure		1,111	356
Total capital works expenditure		11,678	10,321

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

Notes to the Financial Report For the Year Ended 30 June 2021

OVERVIEW

Introduction

The Gannawarra Shire Council was established by an Order of the Governor in Council on 20 January 1995 and is a body corporate.

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 (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

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 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 5.8)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

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.

Rounding

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

Notes to the Financial Report For the Year Ended 30 June 2021

(b). Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. Council has noted the following significant impacts on its financial operations, in respect to the year ended 30 June 2021

* Additional Revenue include

Community services grants of \$422k. Unearned grant at 30 June 2021 of \$15k.
 Children's services grants of \$557k.
 Information Technology grants of \$100k.
 Business support grants of \$310k.
 Working for Victoria grant of \$248k. Unearned grant at 30 June 2021 of \$46k.
 Infrastructure stimulus capital grants of \$3.3m. Unearned grant at 30 June 2021 of \$1.62m.

* Revenue Reductions include

During the year, Council resolved to support small business and community groups during the pandemic by fee reduction to Food Act registered categories, Public Health and Wellbeing Act registered premises, recreation reserve user fees, footpath trading permits and facility hire charges (\$40k).
 Closure of swimming pools, libraries and arts & culture performances as a result of COVID-19 restrictions have impacted user fees (\$56k).
 Council's COVID-19 Hardship Policy adopted on 15 April 2020 provided relief to ratepayers experiencing temporary financial hardship by withholding interest on outstanding rates. Provision for bad and doubtful debts have been increased in allowance for interest waiver.

* Additional costs -

COVID-19 grant funding has been offset by expenditure to provide additional services.
 Council has also incurred additional cleaning costs associated with the pandemic.
 Provision for bad and doubtful debts have been increased in allow for interest waiver under Council's COVID-19 Hardship policy.

Due to COVID-19, staff leave balances have increased which has resulted in an increase in provision for annual leave and long service leave (\$493k).

* Asset Valuations -

Council have assessed the impacts of COVID-19 on the value of land and buildings. In the past 18 months, migration of city dwellers to regional and rural areas has pushed up land values significantly. The Valuer-General Victoria's (VGV) land indexation factor has indicated an approximate increase of 15% within Gannawarra Shire. Since the land movement values are higher than 10%, a management adjustment has been made to recognise the 15% increase in land values (net impact = \$630k). Council will undertake a full revaluation in 2021/22.

Notes to the Financial Report For the Year Ended 30 June 2021

Note 1. Performance against budget

The performance against budget 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 the lower of 10 percent or \$50k where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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

1.1. Income and expenditure	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates & Charges	13,380	13,490	110	1%	1
Statutory fees and fines	353	527	174	49%	2
User fees	1,975	3,122	1,147	58%	3
Grants - operating	11,640	10,399	(1,241)	-11%	4
Grants - capital	6,742	5,850	(892)	-13%	5
Contributions - monetary	129	150	21	16%	6
Contributions - non - monetary	-	83	83	100%	7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	225	(954)	(1,179)	-525%	8
Fair value adjustments for investment property	-	49	49	100%	9
Other income	3,281	3,558	276	8%	10
Total income	37,725	36,274	(1,451)	-4%	
Expenses					
Employee costs	13,743	16,092	(2,349)	-17%	11
Materials and services	9,134	9,942	(807)	-9%	12
Depreciation	6,345	6,350	(5)	0%	
Bad and doubtful debts	3	119	(116)	3867%	13
Borrowing costs	80	26	54	67%	14
Other expenses	476	431	45	9%	
Total expenses	29,781	32,961	(3,179)	-11%	
Surplus for the year	7,944	3,313	(4,630)	-58%	

Notes to the Financial Report For the Year Ended 30 June 2021

(i) Explanation of material variations

1 Rates & Charges

Increase relates to 115 supplementary valuations processed post adoption of the budget.

2 Statutory Fees and Fines

Planning Permits have increased significantly as a result of the federal governments' COVID-19 building stimulus. There has also been an increase in farm building applications due to predicted high yield of crops.

3 User fees

Increase in user fees is primarily due to child care subsidy payments from the commonwealth government originally classified as other income in the adopted budget being reclassified as fee for service (\$ 1.3m).

During the year, Council resolved to support small business and community groups during the ongoing COVID-19 pandemic by fee reduction to Food Act registered categories, Public Health and Wellbeing Act registered premises, recreation reserve user fees, footpath trading permits and facility hire charges (\$40k).

Closure of swimming pools, libraries and arts & culture performances as a result of COVID-19 restrictions have impacted user fees (\$56k).

4 Grants - operating

Decrease in operating grants is due to the reclassification of Roads to Recovery annual allocation (\$1.9 m) and Drought Community Resilience grants (\$687k) to capital grants.

During the year, Council received COVID-19 grants to support ongoing operation of services - Children's services (\$612k), Home and Community care services (\$367k), Business & IT support (\$110k), Community support (\$94k) and Working for Victoria program (\$201k)

5 Grants - Capital

Roads to Recovery annual allocation (\$1.9 m) and Drought Community Resilience grants (\$687k) have been reclassified as capital grants.

The decrease is due partly to unsuccessful grant applications for projects including Apex Bridge (\$290k), Kerang to Koondrook rail trail (\$367k) and Koondrook Levee construction (\$250k).

Some of the capital grants budgeted and received during the year have been included as unearned income in accordance with the accounting standards (\$1.4m).

6 Contributions - Monetary

Contributions have been received from other Councils in respect to the transfer of LSL entitlements for new employees with Gannawarra Shire Council (\$41k). Council has also received funds under the Goulburn Murray Irrigation District Drought Employment Program (GMID DEP) to employ staff for a 6 month period to support the parks and garden crew (\$20k).

7 Contributions - Non- Monetary

Electric Vehicle Chargers installed by Central Victorian Greenhouse Alliance are an asset to be owned and operated by the Council. This is a non-cash item.

8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Net loss is due to the non-cash impact associated with written down value of assets disposed - demolition of the old Appin South Bridge, land swap with DHHS and handover of Cohuna Aerodrome.

Notes to the Financial Report For the Year Ended 30 June 2021

9 Fair value adjustments for investment property

The increase relates to investment property revaluation during the year. This is a non-cash item.

10 Other Income

The demand for National Disability Insurance Scheme (NDIS) services within the Shire has exceeded budgeted income (\$1.38m). There has also been increased local demand for Community Care Brokerage services (\$218k).

Interest on investment has been lower than budgeted due to the impact of COVID-19 on the RBA cash rate (\$87k).

The major decrease is due the reclassification of Child Care Subsidy payments from the Commonwealth as fee for service (\$ 1.3m). Refer 3 above.

11 Employee costs

The major increase in employee costs is due to the growth in NDIS (\$1.3m) and additional Community Care Brokerage Services (\$327k).

Due to COVID-19, staff leave balances have increased which has resulted in an increase in provision for annual leave and long service leave (\$493k). Additional COVID-19 grant funding to provide additional services has also increased employee costs - Working for Victoria Program (\$195k).

12 Materials and services

Landfill rehabilitation provision has been increased by \$282k. This is a non-cash item.

There is an increase in services costs to deliver grant funded programs in children's services and community support programs (\$474k)

13 Bad and Doubtful debts

Provision for bad and doubtful debts have been increased to allow for ratepayers seeking interest waiver under Council's COVID-19 Hardship Policy.

14 Borrowing costs

Borrowing costs are less than budgeted as new loan borrowings did not eventuate as a result of additional grant funding.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

1.2 Capital works	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	-	171	171	100%	1
Land improvements	1,300	1,743	443	34%	2
Total land	1,300	1,915	615	47%	
Buildings	120	147	27	22%	3
Building improvements	325	33	(292)	-90%	4
Total buildings	445	180	(265)	-60%	
Total property	1,745	2,095	350	20%	
Plant and equipment					
Plant, machinery and equipment	1,177	611	(566)	-48%	5
Computers and telecommunications	350	274	(76)	-22%	6
Library books	100	69	(31)	-31%	7
Total plant and equipment	1,627	954	(673)	-41%	
Infrastructure					
Roads	3,847	3,447	(400)	-10%	8
Bridges	996	570	(426)	-43%	9
Footpaths and cycleways	928	210	(718)	-77%	10
Kerb and channel	150	144	(6)	-4%	
Drainage	1,038	89	(949)	-91%	11
Recreational, leisure and community facilities	3,292	240	(3,052)	-93%	12
Waste management	-	7	7	100%	
Parks, open space and streetscapes	2,761	2,864	103	4%	13
Other infrastructure	1,120	1,059	(61)	-5%	14
Total infrastructure	14,132	8,630	(5,502)	-39%	
Total capital works expenditure	17,504	11,678	(5,826)	-33%	
Represented by:					
New asset expenditure	6,834	4,107	(2,727)	-40%	
Asset renewal expenditure	8,425	5,971	(2,454)	-29%	
Asset expansion expenditure	715	489	(226)	-32%	
Asset upgrade expenditure	1,530	1,111	(419)	-27%	
Total capital works expenditure	17,504	11,678	(5,826)	-33%	

Notes to the Financial Report For the Year Ended 30 June 2021

(i) Explanation of material variations

1 Land

At Council Meeting of 15 July 2020, Council approved land swap with Department of Health and Human Services (\$171k).

2 Land Improvements

Post adoption of the budget, Council received grants for outdoor eating and entertaining improvements(\$250k). Part of the Community Drought Resilience Support grant was allocated towards outdoor dining initiatives (\$67k).

Part of the Kerang Depot upgrade project has been reclassified from buildings class (\$112k) to recognise nature of works in correct category.

3 Buildings

Kerang Depot upgrade project budgeted under Buildings category has been reclassified to Land Improvements (\$112k) to recognise nature of works in correct category.

Post adoption of the budget, Council has received funding for the Cohuna Preschool refurbishment (\$45k). Morton Garner project has commenced with \$33k spent in 20/21. Part of the Community Drought Resilience Support grant has been spent on community halls improvements (\$52k)

4 Building Improvements

Kerang Children's Centre project commenced in 2020/21. This multi- year project is scheduled for completion in mid 2021/22, however was budgeted for completion within 2020/21.

5 Plant, machinery and equipment

Global supplies of plant and machinery have been impacted due to COVID-19. Part of this program has been deferred due to supply constraints.

6 Computers and telecommunications

Part of the grant funded Rural Council ICT Technology Package has been spent on items that are classified as operating expenditure in accordance with the accounting standards.

7 Library books

Closure of Council's libraries due to COVID-19 restrictions has led to a reduction in the number of library books purchased.

8 Roads

Funds were reallocated from sealed roads rehabilitation program to facilitate the completion of the Tate Drive Industrial Estate expansion.

9 Bridges

Apex Bridge replacement has been deferred to 2021/22 and construction is dependent on receipt of grant funding.

10 Footpaths and cycleways

Kerang to Koondrook rail trail project has been deferred to 2021/22 and construction is dependent on receipt of grant funding.

Notes to the Financial Report For the Year Ended 30 June 2021

11 Drainage

Murrabit Stormwater project has been deferred to 2021/22 with construction expected to commence in September/October 2021

12 Recreational, leisure and community facilities

Stage 1 of Cohuna CBD waterfront development project works (\$1.16m), Cohuna Skate Park works (\$587k) and Cullen Street Park (\$81k) have been reclassified as Parks, open space and streetscapes to recognise nature of works in correct category.

Works on Cohuna CBD upgrade will continue in 2021/22.

13 Parks, open space and streetscapes

Works on Kerang CBD will continue into 2021/22. Sustainable Recreational water for Quambatook project has received grant funding with works to commence in 2021/22 (\$1.2m).

The reduction in the above mentioned deferred and ongoing projects have been offset by the reclassification of Stage 1 of Cohuna CBD waterfront development project works (\$1.16m), Cohuna Skate Park works (\$587k) and Cullen Street Park (\$81k) from Recreational, leisure and community facilities.

14 Other Infrastructure

Koondrook Nature Base Hub works were carried forward in 2020/21 to facilitate completion of the project (\$265k). This is offset by the Koondrook Levee construction project (\$350k) which was dependent on grant funding.

Notes to the Financial Report For the Year Ended 30 June 2021

Note 2 (a). Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Connectivity

To achieve our objective of Connectivity we will continue to encourage connections within and between communities, improve access to community and tourism information, support volunteer participation to meet the needs of the community, encourage and build community events, advocate for improved digital connectivity on behalf of our community and advocate for improved transport connectivity within and between our communities and the broader region. Programs undertaken to achieve the strategic activity include: community engagement, events, transport connections and volunteer co-ordination.

Economic diversity, growth and prosperity

To achieve our objective of Economic Diversity, Growth and Prosperity, we will continue to facilitate growth and diversity opportunities within the Shire, utilise the environs of the rivers, lakes and forests for development opportunities, encourage accommodation options suited to a variety of target markets, create business opportunities to increase Council's revenue, support and advocate for sustainable and renewable energy industries within the Shire, support the local tourism industry and maximise the natural environment to deliver high quality visitor and community experiences. Programs undertaken to achieve the strategic activity include: economic development, planning and building and tourism.

Sustainable natural and built environment

To achieve our objective of a Sustainable Natural and Built Environment, we will encourage an environmentally sustainable community, continue to develop sustainable waste management practices, promote, conserve and celebrate our community's rich and diverse heritage and culture, implement Council's capital works program, upgrade infrastructure to improve access to key commercial markets, improve gateway entrances and township presentations across the Shire and manage facilities now and into the future. Programs undertaken to achieve the strategic activity include: bridges, community facilities, drainage, environment protection, fire prevention, footpath, kerb and channel, pest control, roads and waste management.

Good governance and a health organisation

To achieve our objective of Good Governance and a Healthy Organisation, we will advocate in the best interests of our community and region, inspire leadership within our communities, pursue initiatives to achieve long term financial sustainability in line with best practice, ensure our community is consulted on issues that will affect them, improve the community's ability to self-access information on Council's services and programs, foster Council as being a great place to work and identify innovative opportunities that create improvements. Programs undertaken to achieve the strategic activity include: council, executive, governance, information technology, local laws and youth.

Strong healthy communities

To achieve our objective of Strong Healthy Communities, Council will ensure quality and accessible services that meet the needs of our community, provide a wide range of sport and recreation opportunities that promote active and healthy lifestyles and social connectedness, foster a community that values life-long learning and creativity and ensure our communities are welcoming, inclusive and safe for all. Programs undertaken to achieve the strategic activity include: business undertakings, children services, community care, swimming areas, recreation areas and library.

Rates and charges

To achieve a fair and equitable distribution of rates across all rating categories.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

2 (b). Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Connectivity	1,013	1,703	(691)	984	1,343
Economic Diversity, growth and prosperity	654	1,498	(844)	62	8,646
Sustainable natural and built environment	5,290	12,209	(6,919)	4,389	178,065
Good governance and a healthy organisation	3,985	5,994	(2,009)	4,550	23,854
Strong healthy organisation	11,903	11,557	346	6,264	21,883
Rates and charges	13,430	-	13,430	-	-
	36,274	32,961	3,313	16,249	233,792
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Connectivity	89	634	(545)	60	2,513
Economic Diversity, growth and prosperity	475	1,400	(925)	-	4,827
Sustainable natural and built environment	6,111	11,050	(4,939)	5,267	169,444
Good governance and a healthy organisation	4,474	6,483	(2,009)	4,018	22,203
Strong healthy organisation	8,537	10,132	(1,595)	4,664	20,520
Rates and charges	13,186	-	13,186	-	-
	32,872	29,699	3,173	14,009	219,507

**Notes to the Financial Report
For the Year Ended 30 June 2021**

Note 3. Funding for the delivery of our services	2021	2020
3.1 Rates and charges	\$'000	\$'000

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 2020/21 was \$1.841million (2019/20 \$1,792 million).

	2020-2021 cents in the dollar	2019-2020 cents in the dollar
General rates	0.6323	0.6330
Commercial/industrial	0.6496	0.6506
Farm irrigation district	0.5318	0.5455
Farm dryland	0.4292	0.4342
Cultural and recreational	0.3161	0.3165
General rates	10,651	10,377
Municipal charge	642	635
Waste management charge	1,973	1,912
Interest on rates and charges	104	175
Revenue in lieu of rates	120	87
Total rates and charges	13,490	13,186

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.

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.

3.2. Statutory fees and fines

Animal control	109	104
Health and preventative services	8	-
Town planning and building control	403	265
Other	6	2
Total statutory fees and fines	527	371

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.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

3.3. User fees	2021	2020
	\$'000	\$'000
Aged and health services	319	275
Child care/children's programs	1,824	468
External Works	559	322
Hall hire	4	13
Health and preventative services	50	70
Library, arts and culture	4	9
Office services	37	36
Recreation	94	100
Tourism	7	5
Waste and environment	187	154
Other fees and charges	37	38
Total user fees	3,122	1,490

User fees by timing of revenue recognition

User fees recognised at a point in time	3,122	1,490
Total user fees	3,122	1,490

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

3.4. Funding from other levels of government	2021	2020
Grants were received in respect of the following :	\$'000	\$'000
Summary of grants		
Commonwealth funded grants	10,678	9,676
State funded grants	5,571	4,333
Total grants received	16,250	14,009
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - unallocated	3,877	3,606
Financial Assistance Grants - local roads	2,056	2,107
Children and families	124	282
Aged Care	1,039	821
<i>Recurrent - State Government</i>		
Libraries	139	136
Children and families	1,635	1,059
Heritage and culture	1	16
Preventative services	35	27
Community services	159	103
Regional infrastructure	-	87
Aged care	448	463
School crossings	24	25
Children and families - COVID-19	45	-
Municipal emergency	133	-
Roadside weeds and pest control	62	-
Recreation	225	-
Other	53	44
Total recurrent operating grants	10,055	8,776
<i>Non-recurrent - Commonwealth Government</i>		
Australia Day	20	-
<i>Non-recurrent - State Government</i>		
Working for Victoria	202	-
COVID Support	62	-
Office equipment	50	-
Other Non-Recurrent State	10	-
Total non-recurrent operating grants	344	-
Total operating grants	10,399	8,776

**Notes to the Financial Report
For the Year Ended 30 June 2021**

(b) Capital Grants	2021	2020
<i>Recurrent - Commonwealth Government</i>	\$'000	\$'000
Roads to recovery	1,977	1,977
<i>Recurrent - State Government</i>		
Library	6	6
Total recurrent capital grants	1,983	1,983
<i>Non-recurrent - Commonwealth Government</i>		
Bridges	122	549
Recreation	185	-
Parks and streetscapes	391	-
Community Resilience Support Program	786	334
Other	100	-
<i>Non-recurrent - State Government</i>		
Land improvements	958	-
Buildings	-	10
Building improvements	73	-
Recreation	799	1,469
Office equipment	119	-
Roads	-	154
Bridges	-	245
Drainage	21	80
Waste management	-	-
Plant and equipment	-	23
Parks and streetscapes	244	8
Other	70	378
Total non-recurrent capital grants	3,867	3,250
Total capital grants	5,850	5,233
(c) Unspent grants received on condition that they be spent in a specific		
<i>Operating</i>		
Balance at start of year	411	371
Received during the financial year and remained unspent at balance date	128	339
Received in prior years and spent during the financial year	(411)	(299)
Balance at year end	128	411
<i>Capital</i>		
Balance at start of year	687	-
Received during the financial year and remained unspent at balance date	3,639	687
Received in prior years and spent during the financial year	(687)	-
Balance at year end	3,639	687

**Notes to the Financial Report
For the Year Ended 30 June 2021**

Operating grant revenue with sufficiently specific performance obligations are recognised over time, in accordance with AASB 15, as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific operating grant revenue is recognised, in accordance with AASB 1058, on the earlier of receipt or when an unconditional right to receipt has been established. Capital grants are recognised over time, in accordance with AASB 1058, when the obligations of the underlying agreement are met. This is normally in line with the stage of completion of the underlying non-financial assets being constructed.

	2021 \$'000	2020 \$'000
3.5. Contributions		
Monetary	150	150
Non-monetary	83	-
Total contributions	<u>233</u>	<u>150</u>

Contributions of non monetary assets were received in relation to the following asset classes.

Land Improvements	83	-
Total non-monetary contributions	<u>83</u>	<u>-</u>

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

3.6. Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	559	235
Written down value of assets disposed	(1,513)	(156)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>(954)</u>	<u>79</u>

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

3.7. Other income

Interest	23	108
Investment property rental	244	257
Reimbursements - welfare and childrens services	3,104	2,861
Reimbursements - garbage collection and recycling	-	191
Reimbursements - other	174	135
Other	13	35
Total other income	<u>3,558</u>	<u>3,587</u>

Interest is recognised as it is earned.

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.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

Note 4. The cost of delivering services	2021	2020
4.1. (a) Employee costs	\$'000	\$'000
Wages and salaries	11,937	10,064
WorkCover	170	231
Superannuation	1,259	1,108
Fringe benefits tax	144	106
Annual leave and long service leave	1,597	1,404
Other leave	1,030	968
Salaries capitalised	(252)	(99)
Other	206	284
Total employee costs	16,092	14,066
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	49	57
	<u>49</u>	<u>57</u>
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	671	717
Employer contributions - other funds	539	334
	<u>1,210</u>	<u>1,051</u>
Employer contributions payable at reporting date.	-	-
Total superannuation costs	1,259	1,108
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
4.2. Materials and services		
Operational materials	1,697	1,807
Operational services	4,654	4,328
Contract payments	239	218
Building maintenance	91	128
General maintenance	11	61
Utilities	385	396
Office administration	273	209
Information technology	477	478
Insurance	427	377
Consultants	338	271
Contributions	1,078	664
Bank charges	39	35
Other	234	188
Total materials and services	9,942	9,160

**Notes to the Financial Report
For the Year Ended 30 June 2021**

4.3. Depreciation	2021 \$'000	2020 \$'000
Property		
Land improvements	97	97
Buildings - non specialised	507	507
Building improvements	34	24
Total depreciation - property	638	628
Plant and equipment		
Plant machinery and equipment	979	914
Fixtures fittings and furniture	-	1
Computers and telecomms	203	226
Library books	70	66
Total depreciation - plant and equipment	1,253	1,207
Infrastructure		
Roads	2,810	2,716
Bridges	252	240
Footpaths and cycleways	142	140
Drainage	260	240
Waste management	52	48
Recreation, parks and open spaces	357	313
Aerodromes	78	78
Kerb and channel	223	222
Other infrastructure	285	260
Total depreciation - infrastructure	4,459	4,257
Total depreciation	6,350	6,092
<i>Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
4.4. Bad and doubtful debts		
Local laws	4	4
Rates debtors	100	12
Other debtors	15	16
Total bad and doubtful debts	119	32
Movement in provisions for doubtful debts		
Balance at the beginning of the year	271	243
New provisions recognised during the year	106	28
Amounts already provided for and written off as uncollectible	(5)	-
Balance at end of year	372	271

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

4.5. Borrowing costs	2021	2020
	\$'000	\$'000
Interest - Borrowings	26	33
Total borrowing costs	26	33

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.

4.6. Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	54	53
Auditors' remuneration - Internal	27	37
Councillors' allowances	198	202
Valuations	11	-
Election expenses	98	24
Councillor induction	34	-
Council plan	10	-
Total other expenses	432	316

Note 5. Our financial position

5.1. Financial assets

(a) Cash and cash equivalents

Cash on hand	2	2
Cash at bank	2,700	319
Term deposits	9,808	5,300
Total cash and cash equivalents	12,510	5,621

(b) Other financial assets

Term deposits - current	2,503	4,471
Total other financial assets	2,503	4,471
Total financial assets	15,013	10,092

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	813	717
Total restricted funds	813	717
Total unrestricted cash and cash equivalents	11,697	4,904

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	448	837
- Grant monies received but not yet expended	3,768	1,098
Total funds subject to intended allocations	4,216	1,935

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

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

**Notes to the Financial Report
For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
(c) Trade and other receivables		
Current		
Rates debtors	1,981	2,376
Provision for doubtful debts - rates	(272)	(173)
Fire services debtor levy	283	308
Net GST receivable	-	285
Infringement debtors	48	47
Provision for doubtful debts - infringements	(27)	(28)
Other debtors	938	1,046
Provision for doubtful debts - other debtors	(72)	(70)
Total current trade and other receivables	<u>2,879</u>	<u>3,791</u>

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

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	450	460
Past due by up to 31 and 60 days	122	282
Past due between 61 and 90 days	86	84
Past due by more than 90 days	208	-
Total trade and other receivables	<u>866</u>	<u>826</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$72k (2020: \$220k) were impaired. The amount of the provision raised against these debtors was \$72k (2020: \$70k). 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	72	220
Total trade & other receivables	<u>72</u>	<u>220</u>

**Notes to the Financial Report
For the Year Ended 30 June 2021**

5.2. Non-financial assets	2021	2020
(a) Inventories	\$'000	\$'000
Inventories held for distribution	150	726
Total inventories	150	726

Inventories held for distribution represent gravel stockpile and are measured at chargeout rates based on gravel extraction, processing and cartage rates.

(b) Other assets

Prepayments	257	216
Accrued income	5	709
Total other assets	262	925

5.3. Payables

(a) Trade and other payables

Trade payables	889	1,029
Accrued expenses	102	188
Total trade and other payables	991	1,217

(b) Trust funds and deposits

Refundable deposits	37	52
Fire services levy	588	504
Retention amounts	147	131
Other refundable deposits	41	30
Total trust funds and deposits	813	717

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. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

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 lapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

(c) Unearned income

Grants received in advance - operating	128	267
Grants received in advance - capital	3,639	687
Total unearned income	3,768	954

**Notes to the Financial Report
For the Year Ended 30 June 2021**

5.4. Interest-bearing liabilities	2021	2020
	\$'000	\$'000
Current		
Borrowings - secured	106	116
	106	116
Non-current		
Borrowings - secured	250	340
	250	340
Total	356	456

Borrowings are secured by rates.

(a) The maturity profile for Council's borrowings is:

Not later than one year	106	116
Later than one year and not later than five years	250	340
	356	456

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.

5.5. Provisions

	Employee	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2021				
Balance at beginning of the financial year	3,288	900	-	4,188
Additional provisions	1,749	403	-	2,152
Amounts used	(922)	-	-	(922)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(294)	(121)	-	(415)
Balance at the end of the financial year	3,821	1,182	-	5,003
2020				
Balance at beginning of the financial year	2,991	900	3	3,894
Additional provisions	1,254	-	-	1,254
Amounts used	(957)	-	(3)	(960)
Balance at the end of the financial year	3,288	900	-	4,188

**Notes to the Financial Report
For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,024	843
Long service leave	1,689	498
	2,713	1,341
Current provisions expected to be wholly settled after 12 months		
Annual leave	323	251
Long service leave	563	1,493
	886	1,744
Total current employee provisions	3,599	3,085
Non-current		
Long service leave	222	203
Total non-current employee provisions	222	203
Aggregate carrying amount of employee provisions:		
Current	3,599	3,085
Non-current	222	203
Total aggregate carrying amount of employee provisions	3,821	3,288

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. LSL is measured at present value. Unconditional LSL is disclosed as a 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.

Key assumptions:	2021	2020
- discount rate	1.49%	0.87%
- index rate	2.95%	4.25%

**Notes to the Financial Report
For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
(b) Landfill restoration		
Non-current	1,182	900
	<u>1,182</u>	<u>900</u>

Council is obligated to restore Denyer's 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.

Key assumptions:	2021	2020
- discount rate	1.49%	0.87%
- index rate	3.80%	1.90%

(c) Other provisions	2021	2020
	\$'000	\$'000
Time in lieu - current	-	3
	<u>-</u>	<u>3</u>

5.6. Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Bank overdraft	-	-
Credit card facilities	100	100
Loans	356	456
Total facilities	<u>456</u>	<u>556</u>
Used facilities	<u>382</u>	<u>467</u>
Unused facilities	<u>74</u>	<u>89</u>

**Notes to the Financial Report
For the Year Ended 30 June 2021**

5.7. Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	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
2021					
Operating					
Interest on loans	21	24	-	-	45
Total	21	24	-	-	45
Capital					
Recreation and Community	5,070	-	-	-	5,070
Total	5,070	-	-	-	5,070
	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
2020					
Operating					
Recycling	200	23	-	-	223
Garbage collection	295	34	-	-	329
Street bins	18	2	-	-	20
Interest on loans	27	20	24	-	71
Total	540	79	24	-	643

**Notes to the Financial Report
For the Year Ended 30 June 2021**

Note 6. Assets we manage

6.1. Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At Fair Value 30 June 2021 \$'000
Property	25,916	773	83	630	(638)	(431)	196	26,527
Plant and equipment	6,012	954	-	-	(1,253)	(76)	-	5,634
Infrastructure	169,970	7,748	-	6,942	(4,459)	(1,006)	662	179,856
Work in progress	923	2,204	-	-	-	-	(687)	2,440
	202,821	11,678	83	7,572	(6,350)	(1,513)	171	214,458

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Closing WIP \$'000
Property	25	1,323	(154)	1,193
Infrastructure	898	881	(532)	1,247
Total	923	2,204	(687)	2,440

**Notes to the Financial Report
For the Year Ended 30 June 2021**

(a) Property

	Land - specialised	Land - non specialised	Land improvements - specialised	Land improvements - non specialised	Land under roads	Total Land & Land Improvements	Buildings - non specialised	Building improvements	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	2,837	1,516	4,916	16	3,800	13,085	27,311	876	28,187	25	41,297
Accumulated depreciation at 1 July 2020	-	-	(1,068)	-	-	(1,068)	(14,069)	(219)	(14,288)	-	(15,356)
	2,837	1,516	3,848	16	3,800	12,017	13,242	657	13,899	25	25,941
Movements in fair value											
Additions	-	171	-	485	-	657	114	2	116	1,323	2,095
Contributions	-	-	-	83	-	83	-	-	-	-	83
Revaluation	411	219	-	-	-	630	-	-	-	-	630
Disposal	-	(339)	-	(95)	-	(434)	-	-	-	-	(434)
Transfers	-	12	-	25	-	37	159	-	159	(154)	42
	411	64	-	498	-	972	273	2	275	1,168	2,415
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	(97)	-	(97)	(507)	(34)	(541)	-	(638)
Accumulated depreciation of disposals	-	-	-	3	-	3	-	-	-	-	3
	-	-	-	(94)	-	(94)	(507)	(34)	(541)	-	(635)
At fair value 30 June 2021	3,248	1,580	4,916	514	3,800	14,057	27,583	878	28,461	1,193	43,711
Accumulated depreciation at 30 June 2021	-	-	(1,068)	(94)	-	(1,162)	(14,576)	(253)	(14,829)	-	(15,991)
	3,248	1,580	3,848	420	3,800	12,895	13,008	624	13,632	1,193	27,720

Notes to the Financial Report
For the Year Ended 30 June 2021

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Library books	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	10,200	110	2,158	1,465	13,933
Accumulated depreciation at 1 July 2020	(5,593)	(104)	(1,401)	(823)	(7,921)
	4,607	6	757	642	6,012
Movements in fair value					
Additions	611	-	274	69	954
Disposal	(748)	-	-	-	(748)
	(137)	-	274	69	205
Movements in accumulated depreciation					
Depreciation and amortisation	(979)	-	(203)	(70)	(1,253)
Accumulated depreciation of disposals	672	-	-	-	672
	(307)	-	(203)	(70)	(580)
At fair value 30 June 2021	10,062	110	2,431	1,533	14,135
Accumulated depreciation at 30 June 2021	(5,900)	(104)	(1,604)	(893)	(8,501)
	4,162	6	826	640	5,634

**Notes to the Financial Report
For the Year Ended 30 June 2021**

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Waste Management	Recreation, parks and open spaces	Aerodromes	Kerb and channel	Other infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	176,601	24,853	10,785	20,896	3,392	22,186	4,490	17,874	15,525	898	297,500
Accumulated depreciation at 1 July 2020	(75,542)	(8,323)	(3,430)	(9,684)	(895)	(9,082)	(1,977)	(7,647)	(10,052)	-	(126,632)
	101,059	16,530	7,355	11,212	2,497	13,104	2,513	10,227	5,473	898	170,868
Movements in fair value											
Additions	3,447	570	160	85	7	2,716	-	144	619	881	8,629
Revaluation	3,693	(477)	(640)	(453)	-	-	(375)	1,379	-	-	3,127
Disposal	-	(574)	-	-	-	-	(1,435)	-	-	-	(2,009)
Transfers	-	421	-	217	-	-	-	-	24	(532)	130
	7,140	(61)	(480)	(151)	7	2,716	(1,810)	1,524	643	349	9,877
Movements in accumulated depreciation											
Depreciation and amortisation	(2,810)	(252)	(142)	(260)	(52)	(357)	(78)	(223)	(285)	-	(4,459)
Accumulated depreciation of disposals	-	284	-	-	-	-	718	-	-	-	1,003
Revaluation	3,025	25	(203)	461	-	-	-	506	-	-	3,815
	215	58	(344)	201	(52)	(357)	640	283	(285)	-	358
At fair value 30 June 2021	183,741	24,792	10,305	20,745	3,399	24,902	2,680	19,398	16,168	1,247	307,377
Accumulated depreciation at 30 June 2021	(75,327)	(8,265)	(3,774)	(9,483)	(947)	(9,439)	(1,337)	(7,364)	(10,337)	-	(126,274)
	108,414	16,527	6,531	11,262	2,452	15,463	1,343	12,034	5,832	1,247	181,103

Notes to the Financial Report For the Year Ended 30 June 2021

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 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.

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 have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
<i>Asset recognition thresholds and depreciation periods</i>	Years	\$'000
Land & land improvements		
Land	Not depreciated	2,000
Land improvements	40 - 50 years	5,000
Buildings		
Buildings	50 years	5,000
Building and leasehold improvements	50 years	5,000
Plant and Equipment		
Plant, machinery and equipment	2 - 10 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 - pavements, substructure, formation and earthworks	15 - 100 years	10,000
Roads - 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
Aerodromes	40 - 90 years	5,000
Recreational, leisure and community facilities	40 - 90 years	5,000
Parks, open space and streetscapes	40 - 90 years	5,000
Wast management	40 - 90 years	5,000

Notes to the Financial Report For the Year Ended 30 June 2021

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

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 above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

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.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, LG Valuation Services Pty. Ltd. 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 unserviced) 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.

Council have assessed the impacts of COVID-19 on the value of land and buildings. In the past 18 months, migration of city dwellers to regional and rural areas has pushed up land values significantly. The Valuer-General Victoria's (VGV) land indexation factor has indicated an approximate increase of 15% within Gannawarra Shire. As a result an index based revaluation of 15% was conducted in the current year in respect to land assets.

Council will undertake a full revaluation of these land assets in 2021/22.

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

Notes to the Financial Report For the Year Ended 30 June 2021

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as

	Level 1	Level2	Level 3	Date of Valuation
Land	-	1,580	3,248	30/06/2019
Land Improvements	-	420	3,848	30/06/2019
Land under roads	-	-	3,800	30/01/2018
Building improvements	-	-	13,008	30/06/2019
Other	-	-	624	30/06/2019
Total	-	2,000	24,528	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Council staff using Confirm asset management software.

The date of the current valuation is detailed in the following table.

The valuation is 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 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Roads	-	-	108,414	30/06/2021
Bridges	-	-	16,527	30/06/2021
Footpaths and cycleways	-	-	6,531	30/06/2021
Drainage	-	-	11,262	30/06/2021
Waste management	-	-	2,452	30/06/2019
Parks, open space and streetscapes	-	-	15,463	30/06/2019
Aerodromes	-	-	1,343	30/06/2019
Kerb and channel	-	-	12,034	30/06/2021
Other infrastructure	-	-	5,832	30/06/2019
Total	-	-	179,857	

Notes to the Financial Report For the Year Ended 30 June 2021

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 20% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$12 and \$475 per square metre.

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 are calculated on a square metre basis and ranges from \$196 to \$4,320 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 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 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.

	2021	2020
	\$'000	\$'000
Reconciliation of specialised land		
Land	3,248	2,837
Land improvements	3,848	3,848
Land under roads	3,800	3,800
Total specialised land	10,896	10,485

**Notes to the Financial Report
For the Year Ended 30 June 2021**

6.2 Investment property	2021	2020
	\$'000	\$'000
Balance at beginning of financial year	1,152	1,152
Transfers	(171)	-
Fair value adjustments	49	-
Balance at end of financial year	<u>1,030</u>	<u>1,152</u>

Investment property 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.

Valuation of investment property

Valuation of investment property has been determined in accordance with an independent valuation in 2021 by Eishold Property who has experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property as at 1 June 2021.

One of the properties within this asset class is no longer appealing for retail use. This property has been transferred from Investment Property classification to Land and Building category.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

	2021	2020
Note 7. People and relationships		
7.1. Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
Council is the parent entity.		
<i>Subsidiaries and Associates</i>		
Mystic Park Cemetery Trust has not been consolidated into the accounts of the parent entity as the level of transactions is immaterial.		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Councillor Charlie Gillingham (Mayor)		
Councillor Ross Stanton (Elected October 2020)		
Councillor Kelvin Burt (Elected October 2020)		
Councillor Travis Collier (Elected October 2020)		
Councillor Jane Ogden (Elected October 2020)		
Councillor Keith Link (Elected October 2020)		
Councillor Garner Smith (Elected October 2020)		
Councillor Lorraine Learmonth (October 2012 to October 2020)		
Councillor Andrew Gibbs (March 2020 to October 2020)		
Councillor Jenny Fawcett (February 2020 to October 2020)		
Councillor Jodie Basile (October 2016 to October 2020)		
Councillor Brian Gibson (October 2012 to October 2020)		
Councillor Steven Tasker (October 2016 to October 2020)		
Chief Executive Officer		
Director - Corporate Services		
Director - Community Wellbeing		
Director - Infrastructure and Development		
	No.	No.
Total Number of Councillors	13	9
Total of Chief Executive Officer and other Key Management Personnel	4	4
Total Number of Key Management Personnel	<u>17</u>	<u>13</u>
(c) Remuneration of Key Management Personnel		
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term benefits	933	919
Long-term benefits	16	16
Post employment benefits	65	64
Total	<u>1,014</u>	<u>999</u>

**Notes to the Financial Report
For the Year Ended 30 June 2021**

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2021	2020
	No.	No.
\$0 - \$9,999	5	2
\$10,000 - \$19,999	6	2
\$20,000 - \$29,999	1	4
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	-	1
\$180,000 - \$189,999	2	3
\$200,000 - \$209,999	1	-
\$220,000 - \$239,999	-	1
\$240,000 - \$249,999	1	-
	<u>17</u>	<u>13</u>

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	No.	No.
Less than \$151,000	1	1
	<u>1</u>	<u>1</u>

	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above,	137	138

7.2. Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Nil Nil

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

Nil Nil

(c) Loans to/from related parties

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

Nil Nil

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

Nil Nil

Notes to the Financial Report For the Year Ended 30 June 2021

Note 8. Managing uncertainties

8.1. Contingent assets and liabilities

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 undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2021 \$'000	2020 \$'000
Not later than one year	285	244
Later than one year and not later than five years	424	217
Later than five years	160	198
	869	659

(a) Contingent liabilities

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

Bank Guarantees

The following bank guarantees are held by Council for contract works

	Start Date	Amount \$'000
Primal Surfacing Pty Ltd G17-2019	2/07/2019	21

Superannuation

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 below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$42k.

Insurance claims

Council is unaware of any major insurance claims that could have a material impact on future operations.

Notes to the Financial Report For the Year Ended 30 June 2021

Legal matters

Council is unaware of any major legal matters that could have a material impact on future operations.

Building cladding

Council is unaware of any potential contingents that may exist in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(b) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee. This amount is determined by the Environment Protection Authority to cover the Council's landfill rehabilitation requirements.

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.

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

	Start Date	Amount \$'000
Kerang Landfill Financial Assurance	11/04/2013	247

8.2. Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3. 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 the notes 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.

Notes to the Financial Report For the Year Ended 30 June 2021

(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. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. 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

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 8.1(a).

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.

Notes to the Financial Report For the Year Ended 30 June 2021

Given rate debtors are secured by charge over the rateable property, any increased credit risk as the result of the COVID-19 pandemic is not considered to be significant in relation to financial assets. There are no indicators of increased impairment of debtor balances at 30 June 2021 as the result of COVID-19.

(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 8.1(b), 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 5.4.

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

(e) 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 0 - 0.26%.

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.

Notes to the Financial Report For the Year Ended 30 June 2021

8.4. Fair value measurement

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.

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.

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

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

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.

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. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 4 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.

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 of disposal 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.

**Notes to the Financial Report
For the Year Ended 30 June 2021**

8.5. Events occurring after balance date

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

Note 9. Other matters

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
9.1. Reserves			
(a) Asset revaluation reserves			
2021			
Property			
Land and land improvements	690	630	1,320
Buildings	5,678	-	5,678
	6,368	630	6,998
Infrastructure			
Roads	90,320	6,718	97,038
Bridges	6,659	(452)	6,207
Footpaths and cycleways	3,448	(843)	2,605
Drainage	5,043	8	5,051
Waste management	71	-	71
Recreation, parks and open space	1,193	-	1,193
Aerodromes	974	(375)	599
Kerb and channel	3,733	1,886	5,619
Other infrastructure	2,893	-	2,893
	114,334	6,942	121,276
Total asset revaluation reserves	120,702	7,573	128,275
2020		7,572	
Property			
Land and land improvements	690	-	690
Buildings	5,678	-	5,678
	6,368	-	6,368
Infrastructure			
Roads	90,320	-	90,320
Bridges	6,659	-	6,659
Footpaths and cycleways	3,448	-	3,448
Drainage	4,610	433	5,043
Waste management	71	-	71
Recreation, parks and open space	1,193	-	1,193
Aerodromes	974	-	974
Kerb and channel	3,733	-	3,733
Other infrastructure	2,893	-	2,893
	113,901	433	114,334
Total asset revaluation reserves	120,269	433	120,702

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

**Notes to the Financial Report
For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
9.2. Reconciliation of cash flows from operating activities to surplus		
Surplus for the year	3,313	3,173
Profit/(loss) on disposal of property, infrastructure, plant and equipment	954	(79)
Depreciation	6,350	6,092
Borrowing costs	26	33
Fair value adjustments for investment property	(49)	-
Contributions - Non-monetary assets	(83)	-
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	912	(505)
(Increase)/decrease in prepayments	(41)	(22)
Increase/(decrease) in accrued income	704	(676)
Increase/(decrease) in trade and other payables	(226)	(1,401)
Increase/(Decrease) in income in advance	2,814	954
(Decrease)/increase in other liabilities	96	231
(Increase)/decrease in inventories	576	402
Increase/(decrease) in provisions	815	294
Net cash provided by/(used in) operating activities	16,161	8,496

9.3. 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 Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives 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 2021, this as 9.5% as required under Superannuation Guarantee (SG) 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 Employee Benefits.

Notes to the Financial Report For the Year Ended 30 June 2021

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.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6% pa
- Salary information 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

- Net investment returns 4.8% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 triennial 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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.

Notes to the Financial Report For the Year Ended 30 June 2021

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.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

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 2020.

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 as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

Notes to the Financial Report For the Year Ended 30 June 2021

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

10. Change in accounting policy

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

Council has adopted AASB 1059 *Service Concession Arrangements: Grantors*, from 1 July 2020.

Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

Council has adopted AASB 2018-7 *Amendments to Australian Accounting Standards - Definition of Material*, from 1 July 2020.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted AASB 2019-1 *Amendments to Australian Accounting Standards - References to the Conceptual Framework* from 1 July 2020.

It is not expected that these standards will have any significant impact on council.

PERFORMANCE STATEMENT



PERFORMANCE STATEMENT

*Council operates
kindergarten programs
at Cohuna, Kerang,
Koondrook and Leitchville*

GANNAWARRA SHIRE COUNCIL PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

DESCRIPTION OF MUNICIPALITY

The Gannawarra is a region loaded with natural features; our rivers, lakes, swamps, marshes and wetlands, all surrounded by majestic forests.

These special natural places of interest in The Gannawarra are all within a three hour drive from Melbourne and around one hour from the neighbouring centres of Swan Hill, Echuca and Bendigo.

Our Mediterranean climate has seen us take advantage of the sun for renewable energy activity – in fact The Gannawarra is home to Australia's largest integrated solar farm and battery storage facility.

Our primary centres are Kerang, Cohuna and Koondrook. Smaller outlying communities include

Leitchville, Quambatook, Murrabit, Lake Charm, Lalbert, Macorna and Mystic Park, making up a population of 10,549, covering 2,272 kilometres.

Gannawarra is a place of strong community pride where our communities inspire each other to make The Gannawarra a great place to live, visit and do business.

OVERVIEW OF 2020/21

During the financial year, Council experienced restrictions associated with the COVID-19 pandemic which resulted in the temporary closure of a number of facilities including Council's Aquatic and Library facilities. Council continued to review and amend its *COVID-19 Financial Hardship Policy* to assist ratepayers impacted by the pandemic.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2021

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$2,362.30	\$2,543.34	\$2,832.51	\$3,169.33	The continued growth in Community Care and the extra grants for COVID support and Drought Communities funding has increased this indicator.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$17,299.35	\$17,654.12	\$18,220.40	\$19,380.96	The increase in the value of Council's property, plant and equipment is due to a significant increase in grant funded capital works and revaluation of roads, bridges & drainage class of asset in 2020/21.
Population density per length of road [Municipal population / Kilometres of local roads]	4.65	4.64	4.58	4.55	Council road length and population have remained stable.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2021

<i>Indicator/measure</i>	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,709.80	\$1,711.77	\$1,786.96	\$1,866.92	Own source revenue has increased due to the growth in Community Care and Children’s Services.
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$983.53	\$919.50	\$1,053.00	\$1,157.50	The extra grant for COVID support and Drought Communities funding has increased this indicator.
Disadvantage					
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	3.00	3.00	3.00	3.00	There has been no change in Council’s Relative Socio-Economic Disadvantage.
Workforce turnover					
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	4.0%	13.6%	12.1%	9.0%	The reduction in staff turnover brings this result more in line with industry expectations. The previous two years was abnormally high.

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 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.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Aquatic facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	2.52	4.61	3.45	3.27	Attendance at Council's outdoor swimming pools remained stable in 2020/21. Due to the COVID-19 Pandemic, Council's indoor facility was closed leading to a decrease in overall utilisation of aquatic facilities.
Animal management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of Animal management prosecutions] x100	New in 2020	New in 2020	0.00%	0.00%	There were no animal management prosecutions in 2020/21.
Food safety					
Health and safety					
<i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about a food premises] x100	0.00%	0.00%	0.00%	100.00%	One major non-compliance notification for a food premises was received and followed up in accordance with the <i>Food Act 1984</i> .
Governance					
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	54.00	52.00	39.00	55.00	The Community Satisfaction Survey results showed great improvement in the satisfaction with council decisions, from a score of 39 in 2019/20 to 55 in 2020/21.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Libraries					
Participation					
<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	18.44%	16.75%	16.65%	13.50%	A reduction in the number of active library borrowers is attributed to the temporary closure of library branches due to the COVID-19 Pandemic.
Maternal and Child Health					
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	77.49%	70.95%	86.88%	85.60%	Participation in the Maternal and Child Health Service has remained steady and in line with industry expectations.
<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	54.39%	61.90%	100%	97.37%	Participation in the Maternal and Child Health Service by Aboriginal children has remained steady and in line with industry expectations.
Roads					
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]	46.00	50.00	47.00	54.00	Results for community satisfaction with sealed local roads has seen an increase of seven points. This is a pleasing result. Council is aware that many residents find it difficult to ascertain a council maintained road compared to roads maintained by other authorities.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	0.00%	0.00%	0.00%	There were no VCAT appeals in the 2020/21 financial year.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	41.48%	42.16%	37.15%	44.88%	There has been an increase in the volume of recycling and green waste, and a decrease in waste going to landfill. Council has a strong focus on reducing waste to landfill and continues to support the community in waste education.

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 Section 98 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 that 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 that Act

“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*

“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

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension/ indicator/ <i>measure</i>	Results					Forecasts			Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency									
Expenditure level									
Expenses per property assessment	\$3,564.71	\$3,877.29	\$4,339.72	\$4,708.71	\$4,548.67	\$4,629.13	\$4,719.83	\$4,837.92	The number of assessments is anticipated to remain fairly constant while most costs are in line with market forces. The continued growth in Community Care and the extra grants for COVID support and Drought Communities funding has increased this indicator.
[Total expenses / Number of property assessments]									
Revenue level									
Average rate per property assessment	New in 2020	New in 2020	\$1,611.12	\$1,613.29	\$1,659.70	\$1,691.13	\$1,723.00	\$1,755.73	The increase is in line with the rate cap.
[General rates and Municipal charges / Number property assessments]									
Liquidity									
Working capital									
Current assets compared to current liabilities	319.72%	272.15%	255.12%	197.32%	257.62%	232.02%	244.91%	244.89%	Position sound and aided by the increase in cash due to the early payment of the Financial Assistance Grant. Current liabilities are higher than previous year due to receipt of capital grants in advance which have been treated as unearned income. Due to COVID-19, staff leave balances have increased which has resulted in an increase in provision for annual leave and long service leave.
[Current assets / Current liabilities] x100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	153.11%	70.05%	48.76%	80.64%	70.31%	51.70%	66.64%	66.78%	Unrestricted cash is sufficient to cover Council's current obligations towards employee provisions, loan liabilities, trust funds and trade payables.
[Unrestricted cash / Current liabilities] x100									

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension/ indicator/ <i>measure</i>	Results					Forecasts			Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	5.39%	4.42%	3.46%	2.64%	1.82%	1.11%	0.37%	0.00%	Council has a low level of debt and did not borrow in the 2020/21 year due to additional capital works grant funding that offset the need to borrow. Based on current borrowings, Council will be debt free in 2024/25.
Loans and borrowings									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	1.15%	1.11%	1.07%	0.93%	0.80%	0.78%	0.77%	0.38%	Council has a low level of debt and did not borrow in the 2020/21 year due to additional capital works grant funding that offset the need to borrow. Based on current borrowings, Council will be debt free in 2024/25. Due to an inadvertent error, the 2021/22 budget incorrectly calculates this indicator as a measure of loan borrowings and borrowing cost compared rates. This error has been fixed in this performance report.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	9.31%	8.35%	7.71%	8.36%	5.87%	5.36%	5.07%	5.02%	Non current liabilities have increased due to the increase in landfill rehabilitation provision to meet Environmental Protection Agency (EPA) obligations.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	112.16%	111.53%	113.12%	97.84%	108.90%	124.70%	Council’s continued focus on looking after its assets was assisted in 2020/21 by extra grant funding through Roads to Recovery, Local Road and Community Infrastructure Program and grant funding to renew Appin South Bridge. An extensive capital works program saw a total of \$11.68m in capital works projects completed.

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension/ indicator/ <i>measure</i>	Results					Forecasts			Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	13.18%	2.96%	-0.26%	-2.23%	1.84%	1.49%	1.52%	1.02%	The result is an underlying deficit. This is due to non-cash impact associated with disposal of assets- demolition of the old Appin South Bridge, land swap with DHHS and handover of Cohuna Aerodrome. Due to COVID-19, staff leave balances have increased which has resulted in an increase in provision for annual leave and long service leave. Landfill rehabilitation provision have also increased to comply with Environmental Protection Agency (EPA) obligations. The result after adjusting the one-off non-cash impact of the disposals relating to the land swap with DHHS and Cohuna Aerodrome is 0.61 per cent which is the outcome of Council's normal and usual day to day operations and is the indicator of Council's financial sustainability.
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue	42.92%	46.09%	44.51%	41.84%	42.75%	43.01%	43.01%	43.01%	Rates proportion of adjusted underlying revenue has been declining due to growth in community services.
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.80%	0.76%	0.73%	0.72%	0.69%	0.69%	0.70%	0.70%	Rates compared to property values remains consistent due to rate capping.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

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 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.

FORMER MEASURES

The following indicators were retired in the year ended 30 June 2021.

Service/ indicator/measure	Results			Material Variations
	2018	2019	2020	
Animal Management				
Health and Safety				
Animal Management prosecutions	0.00	2.00	Retired in 2020	Retired in 2020
[Number of successful animal management prosecutions]				
Efficiency				
Revenue Level				
Average residential rate per residential property assessment	\$1,158.40	\$1,272.31	Retired in 2020	Retired in 2020
[Residential rate revenue / Number of residential property assessments]				
Obligations				
Asset Renewal				
Asset renewal compared to depreciation	92.72%	99.11%	Retired in 2020	Retired in 2020
[Asset renewal expense / Asset depreciation] x 100				

OTHER INFORMATION FOR THE YEAR ENDED 30 JUNE 2021

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 (as per the transitional provisions of the Local Government Act 2020)*.

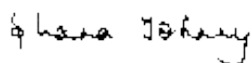
Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

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 relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 16 June 2021 and which forms part of the council 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*. (as per the transitional provisions of the *Local Government Act 2020*).



Shana Johnny, CPA

Principal Accounting Officer

Dated: 23 September 2021

In our opinion, the accompanying performance statement of the Gannawarra Shire Council for the year ended 30 June 2021 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* (as per the transitional provisions of the *Local Government Act 2020*).

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.

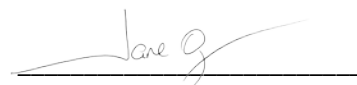
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Charlie Gillingham

Councillor

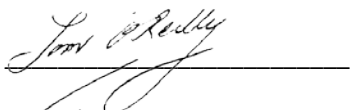
Dated: 23 September 2021



Cr Jane Ogden

Councillor

Dated: 23 September 2021



Tom O'Reilly

Chief Executive Officer

Dated: 23 September 2021

Independent Auditor's Report

To the Councillors of Gannawarra Shire Council

Opinion	<p>I have audited the accompanying performance statement of Gannawarra Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit 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 council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
30 September 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

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 SATISFACTION SURVEY - An independent annual survey of community satisfaction, jointly sponsored by the Department of Environment, Land, Water and Planning (DELWP) and local governments.

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

COUNCIL PLAN 2017-2021 - 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, grants 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 -

The 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 & ACRONYMS

AAS	Australian Accounting Standard	LGPRF	Local Government Performance Reporting Framework
CALD	Culturally and linguistically diverse	LGPRO	Local Government Professionals
CBD	Central Business District	LGV	Local Government Victoria
CEO	Chief Executive Officer	MAV	Municipal Association of Victoria
CPI	Consumer Price Index	MCH	Maternal and Child Health
CR	Councillor	NDCH	Northern District Community Health
EPA	Environmental Protection Agency	NDIS	National Disability Insurance Scheme
FTE	Full-time equivalent	OHS	Occupational Health and Safety
GLAM	Gannawarra Local Agency Meeting	VAGO	Victorian Auditor-General's Office
GNETS	Gannawarra Non-Emergency Transport Service		
KM	Kilometres		



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