



GANNAWARRA
Shire Council

KERANG

COHUNA

KOONDROOK

LAKES DISTRICT

MURRABIT AND DISTRICT

LEITCHVILLE

LALBERT

QUAMBATOOK

MACORNA

TRAGOWEL

ANNUAL 2020 REPORT



WELCOME TO GANNAWARRA SHIRE COUNCIL'S ANNUAL REPORT 2020

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 2019/20 year.

All councils are required by the *Local Government Act 1989* 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@gannawarra.vic.gov.au
- Writing to Gannawarra Shire Council at PO Box 287, Kerang 3579

FEEDBACK

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



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COVER IMAGE: Gunbower Creek pedestrian bridge, Koondrook
ABOVE: Children enjoying the water at Lake Charm

ABOUT COUNCIL

ABOUT GANNAWARRA

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

The Gannawarra is bordered by Swan Hill to the north, Buloke to the west, Loddon and Campaspe to the south and the Murray River to the east. It contains two central towns – Kerang and Cohuna- and a number of smaller settlements, including Koondrook, Quambatook, Leitchville, Lalbert, Lake Charm, Macorna, Murrabit and Mystic Park (Kangaroo Lake).

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

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 a place of strong community pride where our communities 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



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 traditional owners of the land, their rich culture and connection to Country, and pays respect to Elders past, present, and emerging.

Hack Webster conducted a Smoking Ceremony during the launch of the Welcome to Country video in December 2019

MAYOR'S MESSAGE

Welcome to Gannawarra Shire Council's *2020 Annual Report*, which highlights Council's achievements during the 2019/20 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

When looking back on 2019/20, the theme of resilience resonated with the community, which has been tested by weather and the greatest health challenge seen in more than a century.

Our agricultural sector and communities were preparing for another dry season during 2019, with lack of water availability and high water prices contributing to community concerns.

The Federal Government recognised the impact another dry season was having on the Gannawarra in September 2019, contributing \$1 million from its Drought Communities Programme – Extension to support local community infrastructure and other drought relief projects for communities impacted by drought, with projects to benefit from this funding to be completed by 30 June 2020. A second \$1 million allocation from this program was announced for the Gannawarra in October 2019, specifically to support projects and initiatives to be completed by 31 December 2020.

Rather than using this combined \$2 million to support a few major projects throughout the Gannawarra, Council took the proactive step to work with the community to identify projects, events and initiatives that would benefit every corner of the municipality.

Using numerous resources, including the *Gannawarra Shire Council Plan 2017-2021* and 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 as a guide, Council successfully identified 37 initiatives, activities, events and infrastructure projects that would benefit from the first \$1 million allocation.

Partnering with the community during the first half of 2020, 20 of the 22 infrastructure projects were completed by 30 June 2020, with half of the community support measures rolled out by this date. Council also identified a further 22 projects and nine events that will proceed with the second \$1 million allocation.

To see communities benefit from initiatives such as defibrillator installations, support for community events and infrastructure upgrades has been a major highlight for 2019/20.

The rolling out of these initiatives were part of Council's commitment to support the community in achieving

projects and hosting events. Highlighted by a record \$387,000 investment in community grants, 58 projects and initiatives will roll out in the coming years.

COVID-19 PANDEMIC

Like all facets of society, Council's services were impacted by the COVID-19 pandemic.

Planning for events from April onwards was put on hold as we all played our role in preventing the spread of Coronavirus, with many businesses – including Council – developing ways to keep connected.

Despite the implementation of social distancing measures, Council continued to maintain key community services and expand its support to the community. These measures included the expansion of Council's Community Care services to include educational and welfare support, the development of the *Gannawarra Connect* monthly newsletter, the implementation of the *COVID-19 Hardship Policy* and continued promotion of assistance available.

Despite these restrictions, Council was able to roll out major infrastructure projects during this time – highlighted by redevelopment works at Cohuna and Koondrook – and the completion of 82 of the 91 capital works projects identified in the 2019/20 Capital Works Program.

The Gannawarra's recovery from COVID-19 will be a major task for all during 2020/21, with Council to play a key role.



THANK YOU

I would like to thank my fellow Councillors for their commitment and ongoing efforts, particularly with the challenges we have faced during 2019/20.

With the current Councillor four-year term nearing its end, I thank all Councillors for entrusting me with the role of Mayor and their valued support. I wish to thank our Chief Executive Officer, Tom O'Reilly for his leadership, along with the Executive Management Team, Managers and our wonderful dedicated staff for their commitment. In closing, I especially would like to thank everyone in the community for their efforts in making the Gannawarra a fantastic place for residents to live, work and play.

Cr Lorraine Learmonth
Mayor



CEO MESSAGE

On behalf of Gannawarra Shire Council, it is a great pleasure to present Council's Annual Report for 2019/20.

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.

Councillors, staff and their family members joined Council's 2020 Australia Day Ambassadors on a cruise on the Wetlander in January 2020

HIGHLIGHTS

Following the Council elections in late 2016, a community engagement process was undertaken across the Gannawarra to develop objectives that residents wanted achieved during the new Council's four-year term.

The community feedback resulted in the development of the *Gannawarra Shire Council Plan 2017-2021*; with the 2019/20 financial year being the final 12-month period for the current Council and community to work together to achieve the goals outlined in the five key focus areas.

These five key focus areas incorporate the theme of *People, Place and Pride* and continue to drive Council's efforts to make the Gannawarra a wonderful place to live and visit.

PEOPLE – OUR COMMUNITY IS OUR STRENGTH

History will reflect 2019/20 as producing some of the toughest of times. Whether it was the prolonged drought, the bushfires that impacted on communities across eastern Australia or the COVID-19 pandemic, we all faced challenges that will have impacts for years to come.

Despite these challenges, our Council team has shown great leadership and resilience during these uncertain times. Whether it be our Community Care team's continuing support of our senior residents and the rolling out of our National Disability Insurance Scheme services; the Gannawarra Library Service team's ability to adapt during the COVID-19 pandemic and provide programs online; our Infrastructure and Operations team's ability to complete 82 Capital Works projects, 31 more than what was planned for at the start of the financial year; or our Community Wellbeing team's magnificent delivery of aged care and early childhood services especially during COVID-19 restrictions; I am privileged to lead a team that respects and supports our most valuable asset – our residents.

PLACE – INVESTING NOW FOR A STRONG FUTURE

Council continues to pride itself on what is embraced within the organisation as The ART of the Gannawarra (Agriculture, Renewables, Tourism). This approach reflects Council's efforts to support alternative and innovative agricultural



land use; promoting the Gannawarra as the leading location for renewable energy investment; and developing nature-based tourism that showcases the natural wonder of Gannawarra's forests, lakes and waterways.

Work to achieve these outcomes continued during 2019/20, with many projects coming to fruition that included:

- Redevelopment of waterfront infrastructure at Cohuna Waterfront, Kangaroo Lake and Koondrook Riverfront;
- The Koondrook Nature Based Tourism Hub, which when completed in the second half of 2020 will provide tourists a unique boutique accommodation experience;
- VHM Limited's Goschen Zircon and Rare Earth Minerals Project, which is anticipated to create 250 jobs and be a game changer for the Lalbert area in the near future;
- The development and construction of a medicinal cannabis facility along the Murray River, which will create 30 jobs when operational;
- Enel Green Power's Cohuna Solar PV Project, which was 98 per cent complete at the end of the 2019/20 financial year; and
- Gannawarra leading Northern Victorian advocacy to the Australian Energy Market Operator (AEMO) to proceed with "KerangLink", a major upgrade of the existing transmission line that passes through the Gannawarra to enable billions of dollars of renewable energy projects that have received planning approval to proceed.

PRIDE – UNITED TO MAKE THE GANNAWARRA A BETTER PLACE

Gannawarra Shire Council prides itself as a "can-do" Council – evident not just in the work undertaken during the first months of the COVID-19 pandemic, but from acknowledgement of our accomplishments by State and Federal Governments along with leading Local Government sector organisations.

Our infrastructure projects continue to be recognised and acclaimed. These include the Koondrook Wharf taking out the Urban Planning/Landscape Architecture title in the 2019 Chicago Athenaeum/European Design for Architecture Art and Urban Design Studies Awards, and the Victoria Square, Kerang redevelopment claiming the 2019 Good Design Award for Architectural Design.

Council's environmental sustainability initiatives continue to gain attention, thanks to Council being a category finalist in the 2019 LG Professionals Australia National Federation Awards and 2019 Premier's Sustainability Awards, and the Leitchville Community Garden project being a finalist in the Special Projects Initiative category at the 2020 LGPro Awards for Excellence.

Meanwhile, major projects slated for development in 2020/21 onwards will proceed thanks to Council's significant grant funding success attributed to our proactive and professional funding submissions being supported through our close working relationships with our State and



Federal counterparts. Once completed, projects such as the Kerang CBD Redevelopment – Stage 2; Tate Drive Industrial Estate expansion, the Koondrook All Abilities Play Space and the Cohuna CBD and Waterfront Redevelopment will create future investment opportunities and spaces for residents to embrace.

Equally, the Federal Government's \$2 million contribution to Council through the Drought Communities Programme – Extension is something the Gannawarra can also be proud of. All our communities across the Gannawarra provided brilliant input as to their priorities; with Council responding by directing the \$2 million into 68 infrastructure projects, initiatives and events for the benefit of everyone, and every community across the Gannawarra.

A TEAM EFFORT

As a small rural council, we continue to punch above our weight – which would not be possible without the support of our dedicated team that really cares about the Gannawarra. These successes reflect the great teamwork demonstrated by the team in working with all the communities across the Gannawarra.

In looking back over 2019/20, we can all proudly and collectively reflect on being one of only five Councils in Victoria registered to deliver NDIS services. We can reflect on positioning the Gannawarra as Australia's renewable capital. We can reflect on how Council has moved from budget deficits to a financially sustainable position, by achieving consecutive underlying budget surpluses for the first time. We can reflect on the magnificent infrastructure built and the record number of projects delivered. We can reflect on raising the Gannawarra's profile as Australia's nature based tourism destination. Working with the community, our Council has excelled in delivering services, created jobs, improved liveability and given the Gannawarra hope and confidence for the future, by creating great momentum for the next new Council to leverage off.

Tom O'Reilly
Chief Executive Officer

YEAR IN REVIEW

JULY

- Sampson's Bridge replacement was completed
- Stage 2 of Koondrook CBD redevelopment was completed
- Leitchville Memorial Hall hosted the community performance of *The Owl's Apprentice*, with performances held in Cohuna and Kerang for kindergarten students
- Sir John Gorton Library, Kerang hosted the *Blurry Borders* exhibition
- **Council was announced as finalist for the 2019 LG Professionals Australia National Federation Awards for the Environmental Leadership and Sustainability Category, recognising the Sustainable Gannawarra initiative**
- The architects of the Victoria Square, Kerang redevelopment won a Good Design Award for the project
- Security upgrade works within the Patchell Plaza car park, Kerang were completed

AUGUST

- **More than 800 primary school students attended performances of *The Whale's Tale* at Cohuna and Kerang**
- *Arts and Culture in Gannawarra – August-December 2019* brochure was distributed throughout the community
- Gannawarra Shire children's services celebrated Dental Health Week
- Council's Victorian Seniors Festival Program of events was distributed
- Rural Aid pledged support to the Gannawarra Giving Account, set up to support the community during the prolonged dry period
- Leitchville Preschool Play Centre achieved an Exceeding Rating, in all 7 areas and elements of the National Early Childhood Education and Care Quality Standards



SEPTEMBER

- Council's *Sustainable Gannawarra* initiative was announced as a finalist in the Built Environment category at the 2019 Premier's Sustainability Awards
- **Cricket training facilities at the Cohuna and Leitchville recreation reserves were officially opened**
- The performance of *Picasso and His Dog*, held at the Kerang Memorial Hall, attracted more than 50 people
- Improv workshops were held at the Cohuna Memorial Hall, attracting 25 people
- Community input was sought into the Koondrook Township Flood Study
- Gannawarra VicHealth Walk to School Month was launched
- The *Tourism Events Spring and Summer* brochure was distributed throughout the Gannawarra
- The Federal Government announced Gannawarra Shire Council would receive \$1 million to support drought relief initiatives. A secondary announcement committing an extra \$1 million was made in October



NOVEMBER

- Cr Lorraine Learmonth and Cr Charlie Gillingham re-elected as Mayor and Deputy Mayor respectively
- Cohuna hosted the CMCA Solos Rally
- The *Gannawarra Shire Council Economic Development Strategy 2019-2024* was adopted
- **Gannawarra Shire Council supported the Gannawarra Goes Orange and Respect Women: Call It Out campaigns, which aims to call out any form of violence against women**



OCTOBER

- Council committed \$82,500 to 24 events and projects through its Community Grants Program
- *The Sapphires*, held outdoors at the Quambatook Recreation Reserve, attracted more than 200 people
- Stage 1 of the Kangaroo Lake Foreshore Redevelopment began
- Victorian Seniors Festival celebrations occurred, attracting close to 200 people to five events supported by Council
- Walk to School events were held throughout the Gannawarra
- **Walk and Talk for Mental Health events were held to support Mental Health Month and the Gannawarra Giving Account**
- Community consultation on the Cohuna Skate Park redevelopment began
- Six community initiatives shared in \$5,080 in funding from the first round of the Gannawarra Community Resilience Grants Program

DECEMBER

- 37 initiatives, activities, events and infrastructure projects were identified to benefit from the first \$1 million allocation from the Federal Government's Drought Communities Programme – Extension
- **Welcome to Country Video launched**
- The Leitchville Preschool Play Centre was officially opened
- Twenty-one projects and events shared in \$42,920 from the second round of funding from the Gannawarra Community Resilience Grants Program



JANUARY

- Australia Day community celebrations were held across the Gannawarra, with four Australia Day Ambassadors – Stan Alves OAM, Dr Peter Langkamp, Professor Greg Sassella and Christine Unsworth AM – attending festivities
- **Quambatook resident, Leo Parker was awarded Council's 2020 Citizen of the Year Award, with fellow Quambatook resident, Mitchell Gross announced as the 2020 Gannawarra Shire Council Young Citizen of the Year**
- Works to replace Boort-Quambatook Road bridge with a new structure began
- Activities supported by the *Gannawarra – Active at Any Age!* Program, designed to get residents aged 65 years and older to get active, rolled out throughout the Gannawarra



FEBRUARY

- Cr Jenny Fawcett was sworn in as one of Council's Patchell Ward representatives following the resignation of former representative, Mark Arians
- The Leitchville Community Garden was announced as a finalist in the Special Projects category at the 2020 LGPro Awards for Excellence
- **The Community Engagement Survey was conducted, with listening posts held at Cohuna, Kerang and Koondrook**
- The *Arts and Culture in Gannawarra 2020* guide was distributed throughout the community
- Gannawarra Library Service celebrated Library Lovers Day
- Seven community projects shared in \$257,107 of funding from Council's Major Community Grants Program
- Leitchville Pre-School achieved the Physical Activity and Movement priority area of the Victorian Healthy Early Childhood Services Achievement Program



MARCH

- Cr Andrew Gibbs was sworn in as one of Council's Yarran Ward representatives following the resignation of former representative, Sonia Wright in February
- Works to replace Quambatook-Boort Road bridge with a new structure were completed
- Works to replace Appin South bridge with a new structure began
- Changes to Question Time procedures were implemented
- **Kerang's Sir John Gorton Library hosted an International Women's Day breakfast**
- Council's Preventing Family Violence Statement of Commitment was adopted
- Council's Acknowledgement of Country and Welcome to Country Video protocols were adopted

- Council's *Heathy Food and Drinks Policy* was adopted, which includes increasing access to public drinking water
- Council implemented numerous measures aimed to stop the spread of Coronavirus. These included the suspension of services and closure of facilities where social distancing measures could not be adhered to



APRIL

- Council meetings were livestreamed for the first time, enabling residents not in attendance to watch proceedings
- **Gannawarra Library Service programs, including Rhyme Time and Story Time, were held online**
- Council implemented a *COVID-19 Hardship policy* which benefited residents financially impacted by Coronavirus
- Stage 1 of the Cohuna Waterfront Development began
- Stage 3 of the Koondrook CBD Redevelopment began
- Stage 1 of the Kangaroo Lake Foreshore Redevelopment completed
- A partnership was formed with other local immunisation providers to accelerate the annual influenza vaccination program, with more than 5,200 doses of the vaccine administered
- EFTPOS facilities were provided at the Cohuna and Kerang transfer stations
- Gannawarra Kindergartens commenced online learning programs
- Major marketing and promotional campaigns began in response to Coronavirus, encouraging residents to support local businesses



JUNE

- Gannawarra Library Service starts a 'Click and Collect' service, enabling members to borrow items from its collection whilst branches are closed as part of measures to stop the spread of Coronavirus
- Delivery of hot meals five days a week to Meals on Wheel recipients resumes
- Council announces the development of the \$520,000 Koondrook All Abilities Play Space will occur in 2020/21 following a successful \$390,000 funding application from Regional Development Victoria's Regional Infrastructure Fund
- **Lake Charm Primary School hosted the launch of the 2020 edition of the *School Transition in Gannawarra* booklet**
- Council's 2019 Annual Report received a Silver Award at the Australasian Reporting Awards
- Council approved its 2020/21 Budget, highlighted by a transformational \$17.5 million Capital Works program and income generated through municipal rates lower than the State Government gazetted figure of 2.0 per cent
- Council commits to working with the Cohuna community and Coliban Water following the surrendering of the Cohuna Airfield Licence back to the Cohuna Aerodrome's landowner, Coliban Water



MAY

- Kerang CBD asphaltting works were completed
- Upgrade of Kitchener Street playground, Leitchville were completed
- Works to seal Wandella Road, Wandella occurred
- 22 infrastructure projects and nine events identified to benefit from a second \$1 million allocation from the Federal Government's Drought Communities Program – Extension
- Dog litter bag dispenser trial begins at various locations within Cohuna, Kerang and Koondrook
- MyWarra – the Gannawarra's online youth hub was rejuvenated and new marketing material produced
- The State Government committed \$2.6 million from the government's \$2.7 billion Building Works package for

the Cohuna CBD and Waterfront Development and the final stage of the Tate Drive Industrial Estate expansion in Kerang

- Playgrounds, exercise equipment and skate parks throughout the Gannawarra reopened after being closed as part of measures to stop the spread of Coronavirus
- The Federal Government announced it will allocate \$1.3 million from its \$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. This funding will be used for Stage 2 of the Kerang CBD Redevelopment
- Council writes to Wesfarmers following the announcement of Target Country Kerang's closure in early 2021

GANNAWARRA QUICK STATS 2019/20



TOURISM

7,212 visitors to Gannawarra Shire Council-managed visitor centres

26% of visitors to the Gateway to Gannawarra Visitor Centre were from interstate

2.6% of visitors to the Gateway to Gannawarra Visitor Centre were international travellers

3,647 visits to the Visit Kerang Cohuna Koondrook tourism website by **3,003** users

8,271 website pages were viewed

Approximately **780** volunteer hours provided at the Gateway to Gannawarra Visitor Centre



CUSTOMER SERVICE

43,413 incoming calls received

5 second average to answer telephone

292 Live chats



L2P PROGRAM

3 Learner Drivers obtained their P Plates

211 hours of driving was logged by Learner drivers

211 volunteer hours contributed by 9 volunteer drivers



IMMUNISATION

93.07% of children under 63 months (5.25 years) living in the Gannawarra Shire were fully immunised compared to the state average of 94.90% and Australian average of 94.17%

2,224 vaccinations were administered to **1,773** people through Council's immunisation program

51 immunisation sessions held

1,154 influenza shots administered as part of the 2020 influenza program

28 workplaces participated in the 2020 workplace influenza program



MATERNAL CHILD HEALTH

79 babies born

20 families experienced the birth of their first baby

780 Key Ages and Stages consultations completed

194 additional consults made, with the top three reasons being Emotional Support, Physical checks and Growth



WALK TO SCHOOL PROGRAM

All **10** local primary schools involved

719 primary school students participated

Students walked **18,489** times during the month-long program

Participants walked a combined distance of **13,275** kilometres



WEBSITE

49,668 users across 90,205 sessions

Average session duration of **1 minute, 53 seconds**

50.2% of visits made on desktop computer, with **48.8%** of visits made on mobile phones/tablets

Most popular pages were home page (**39,038**), situations vacant (**14,402**) and contact us (**6,673**)



MYWARRA WEBSITE

704 users

929 sessions

Average session duration of **2 minutes, 43 seconds**



SOCIAL MEDIA:

Gannawarra Shire Council main Facebook page

- 3,310 likes (18% increase)

Gannawarra Library Service Facebook page

- 553 likes (49% increase)

Gannawarra Healthy Lifestyles, Healthy Communities Facebook page

- 336 likes (6% increase)

myWarra Facebook page

- 578 likes (2% increase)

Gannawarra Children’s Centre Facebook page

- 575 likes (8% increase)

@GannawarraShire Twitter page

- 879 followers (5% increase)

Gannawarra Instagram @ thegannawarra

- 353 followers (21% increase)

NOTE: Figures taken on 30 June 2020 and compared to data collected on 30 June 2019



ROADS

30.7 kilometres of roads re-sheeting completed

4.7 kilometres of sealed road rehabilitation

1,329 square metres of footpath replaced

954 metres of kerb and channel replaced

4,064 kilometres of sealed roadside shoulders slashed

135,080 square metres of sealed roads resealed



CHILDREN’S SERVICES

2,208 hours of Long Day Care a week

1,830 hours of 4-year-old kindergarten a week

1,369 hours of Family Day Care a week



LIBRARY

2,001 computer bookings

2,158 inter library loans from other libraries

4,838 loans to other libraries

296 new members

52,014 library collection item loans

3,052 new titles added

652 tourism enquiries answered

225 programs attended by **3,625** children and adults

Borrowing of e-audio and e-book resources increased by **31.74%** from the previous year, up from **2,722** to **3,586**



COMMUNITY GRANTS

\$82,500 provided to 24 groups through the Community Grants Program

\$48,000 provided to 27 groups through the Gannawarra Community Resilience Grants Program

\$257,107 provided to seven community projects through the Major Community Projects Fund



COMMUNITY CARE

1,557 clients serviced in home

13,590.25 hours of domestic care provided

18,283.65 hours of personal care

7,359.78 hours of respite care

15,789 Meals on Wheels delivered

7,137 social meals provided

2,384.75 hours of property maintenance

5,121.50 hours of planned activity group events conducted

50 clients transported to medical appointments (GNETS)



LOCAL LAWS

46 animals released back to their owners (29 dogs, 17 cats)

177 animals re-housed (34 dogs, 143 cats)

75 wild cats seized

69 Notices to Comply issued



SWIMMING POOLS

19,786 visitors to Kerang Outdoor Pool

An average of **186.6** patrons per day at the Kerang Outdoor Pool

12,038 visitors to Cohuna Outdoor Pool

An average of **113.5** patrons per day at the Cohuna Swimming Pool

4,060 visitors to Kerang Exercise Pool



YEAR IN REVIEW

OUR CHALLENGES
AND OPPORTUNITIES

THE COMMUNITY IS AT THE HEART OF COUNCIL'S ADVOCACY

Gannawarra Shire Council continues to advocate on key issues of importance for residents and businesses.

Identified through a range of consultations with the community, these issues are where Council can have the greatest influence, in particular where we can partner with other councils or organisations from the region to gain greater benefits.

Council's top five issues for advocacy:

Financial sustainability: Council is seeking a fairer funding framework for small rural councils in Victoria which provides ongoing financial sustainability.

Connections for rural communities: People living in the Gannawarra Shire need to connect and travel to surrounding communities to access services, education, recreation and employment. We advocate for improved connectivity to our rail, public transport, community transport and digital infrastructure.

Lakes, Riverfront and Waterfront Development: Council is seeking policy and planning frameworks that support waterfront development to improve liveability and tourism investment in our region.

Investment in Renewable Energy: We require significant network upgrades to facilitate investment in renewable energy production in our region. Council is a key partner in unlocking Northern Victoria's renewable energy potential and we are uniquely placed to work with key stakeholders to maximise this opportunity for our communities.

Healthy Communities: We advocate for improved access to services which support the health and wellbeing of our communities.

These advocacy priorities form part of the *Gannawarra Shire Advocacy Strategy 2018-2021*, adopted by Council in December 2018.

Advocacy is a process that challenges inequities by collaboratively and actively working with communities and key stakeholders to bring about changes in policy, process, practice and attitudes in order to ensure communities' rights are upheld.

Council's *Advocacy Strategy 2018-2021* links closely with other strategic documentation developed by Council and will continue to evolve as State and Federal Government directions shift. The priorities align with the advocacy direction of Council's key partnerships with the Murray River Group of Councils, Rural Councils Victoria, Mallee Regional Partnerships, Murray River Tourism and Loddon Campaspe Group of Councils.

OUR COMPETITIVE ADVANTAGE

The past decade saw significant changes to the Gannawarra, particularly in the agriculture sector. Floods and drought have seen this sector diversify, resulting in notable achievements. These include the Gannawarra being home to the largest integrated solar and battery storage facility in Australia, Australia's first commercially produced organic tomato crop and Victoria's first commercially produced cotton crop.

Local economic circumstances have also changed considerably, which has highlighted the natural strengths of the local area and how these built and environmental assets can be better utilised to diversify and stimulate the local economy. Examples include waterfront development at Cohuna and Koondrook, as well as the Gannawarra being a key link to the Murray River Adventure Trail – a proposed multi-sport trail spanning both sides of the Murray River between Lake Hume and Wentworth.

The Gannawarra's comparative advantages are:

- Agriculture
- Lifestyle
- Industry
- Environment
- Tourism
- Renewable Energy

The Gannawarra Shire has significant natural features which provide a strong foundation for nature-based tourism and emerging new industries such as energy and mining.

MAIN PHOTO: *The Gannawarra's proximity to the Murray River is one of its drawcards*

BELOW: *Community partnerships – such as the Gannawarra Library Service's efforts to incorporate the Kerang Men's Shed in a combined school holiday program – help promote community wellbeing*



COMMUNITY SATISFACTION

2020 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 2020, with survey results received at the July 2020 Council Meeting.

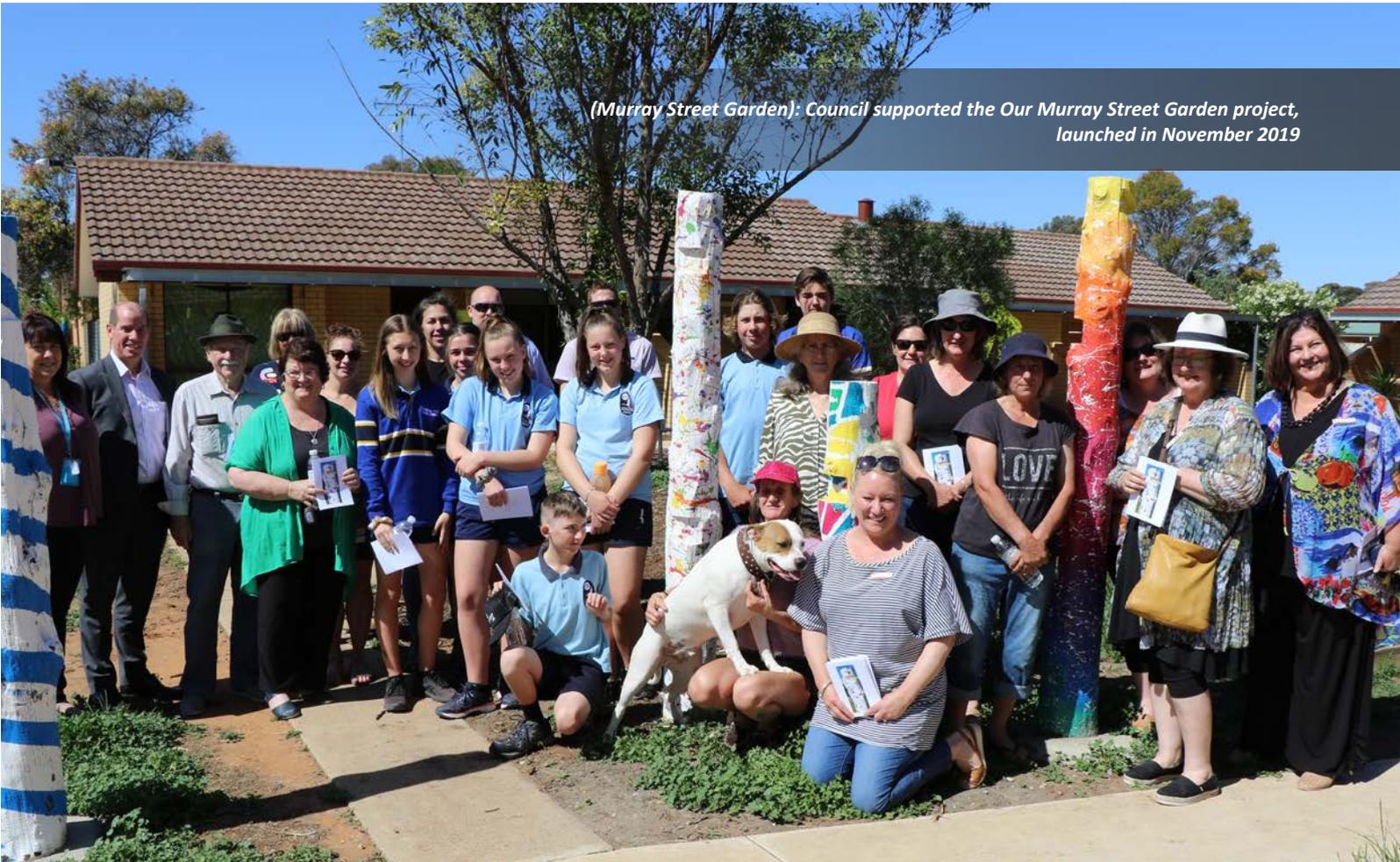
The survey identified that Council's performance in *Arts centres and libraries; Elderly support services, Waste management, Family support services and Enforcement of local laws* were equal to, or above, the Statewide and Small Rural average.

The survey also highlighted areas where Council can improve its relationship with the community, including *Overall performance, Overall Council direction, Consultation and engagement, Informing the community and Lobbying.*

Council is committed to improving on the areas identified in the survey, with measures underway to enhance the community engagement process. These measures form the basis of Council's *Community Engagement Strategy 2020-2025*, which outlines Council's commitment to provide our Gannawarra community with genuine opportunities to contribute and inform strategies, projects, services and decisions that affect them.

Council continues to work with the community to deliver projects and services for the community, such as the Ganna Wanna Fix It home maintenance program, run in partnership with the Murrabit Men's Shed in late 2019





(Murray Street Garden): Council supported the Our Murray Street Garden project, launched in November 2019



(Arts and Culture): Councillors promoted the publication of the Arts and Culture in the Gannawarra 2020 brochure in February 2020

FINANCE MESSAGE

TOTAL REVENUE	\$32.87 million
TOTAL EXPENDITURE	\$29.70 million
SURPLUS	\$3.17 million
TOTAL ASSETS	\$219.51 million
TOTAL LIABILITIES	\$7.53 million
EQUITY	\$211.98 million
NET CASH FROM OPERATING ACTIVITIES	\$8.50 million
DEBT COMMITMENT RATIO	7.71%

OPERATING POSITION

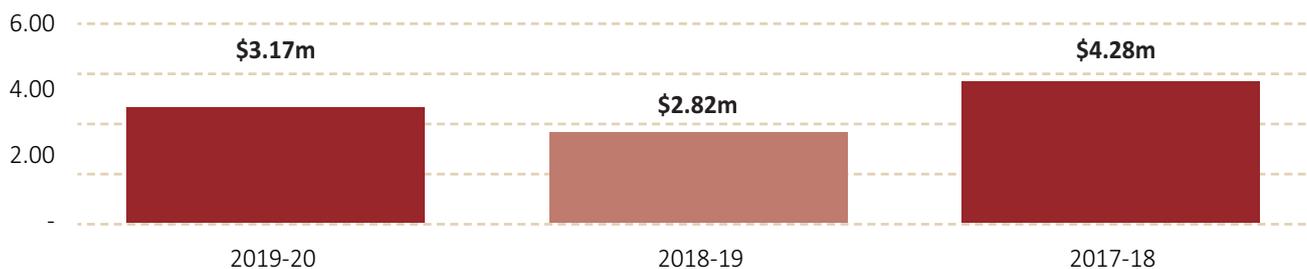
Council has achieved a surplus of \$3.17 million in 2019/20- a decrease on the budgeted surplus of \$3.71 million. This is mainly due to increases in service delivery costs for Community Care and Child Care services. The introduction of a new accounting standards has led to an amount of \$954,000 of grants received during the year treated as unearned income.

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.

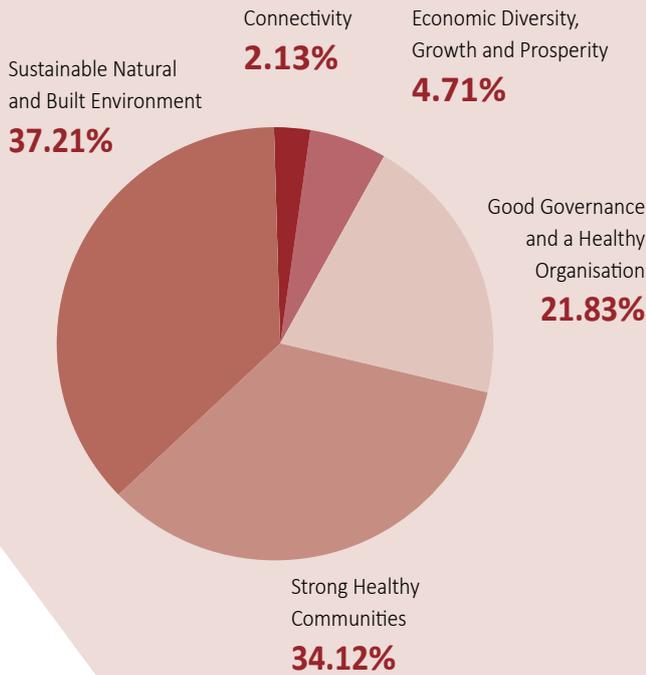
Council invested a total of \$10.32 million on renewing, expanding and upgrading existing infrastructure in the 2019/20 financial year. This included \$3.07 million on roads, \$1.14 million for bridges, \$0.87 million for footpaths, kerbs and drainage works, and \$1.90 million for various recreation and leisure projects across the municipality.

SURPLUS



FINANCE MESSAGE

EXPENDITURE



COUNCIL EXPENDITURE

There are a variety of community services that Council operates alongside their capital work projects. In the 2019/20 financial year, total council expenditure was \$29.70 million, with 37.2 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.

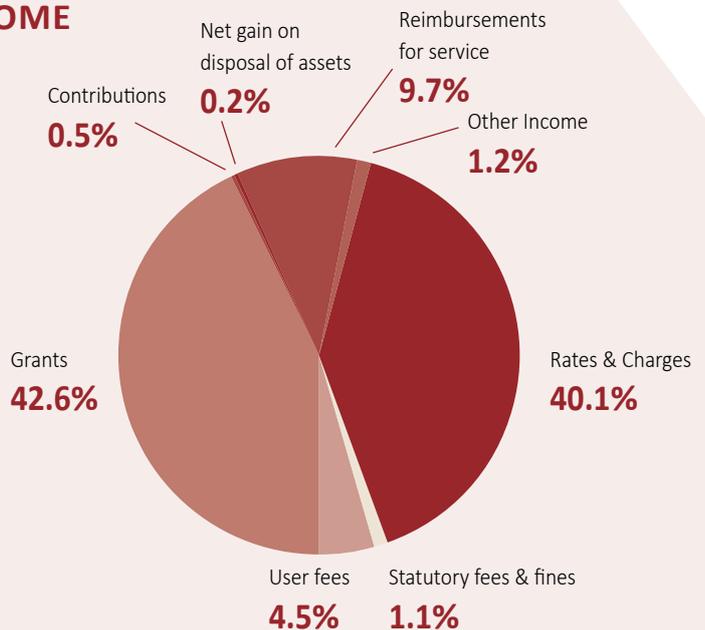
Essential waste management services are a big part of Council’s priority in creating sustainable living environments for the Gannawarra community, with \$2.03 million utilised in collection of kerbside and public bin waste in addition to the management of the local landfill.

A total of 32.5 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 \$2.82 million being devoted to people in need within our Community Care sector and \$2.71 million expended on Children’s Services such as Kindergarten, Long Day Care and Family Day Care.

STABILITY AND EFFICIENCY

Council receives income from a number of sources including rates, grants, user fees, fines and contributions. Rates and charges are one of Council’s main sources of income, representing 40.1 per cent of total income. Following the advance payment by the Victorian Grants Commission, grants comprised 42.6 per cent of total income.

INCOME



MAJOR CAPITAL WORKS



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

Works began in March 2020 to replace the Appin South Bridge with a two-lane concrete structure that will be able to withstand higher mass limits.

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

These works were completed in July 2020.



Kangaroo Lake Foreshore Redevelopment (Stage 1) - \$450,000 (supported by \$220,000 from the Federal Government's Regional Growth Fund)

Completed in April 2020, Stage 1 of the Kangaroo Lake Foreshore Redevelopment is benefiting visitors to this popular tourist location.

This project involved changing the alignment of Lake View Road to increase the lakeside frontage area. The number of vehicle, boat and trailer parking spaces were also increased and a walking track installed along with vehicle exclusion fencing.

A new barbecue shelter and several picnic tables were installed as part of these works, with native trees planted to provide extra shade.



Quambatook Levee - \$424,000 (supported by \$141,000 from Emergency Management Victoria's 2017-18 Natural Disaster Resilience Grant Scheme and \$141,000 from the Department of Environment, Land, Water and Planning)

Completed in January 2020, the Quambatook earthen levee will protect the Quambatook township from flooding when the Avoca River breaches its banks.

Stage 1 of the project involved constructing a one-metre high levee adjacent to the western bank of the Avoca River from Quambatook-Boort Road to Kerang-Quambatook Road. A second levee was constructed adjacent to the eastern bank of the Avoca River from Quambatook-Boort Road to just past the Quambatook Recreation Reserve clubrooms.

Stage 2 works involved extending the earthen levee adjacent to the western bank of the Avoca River from Quambatook-Boort Road to Ninyeunook Road.

The construction of the levee was one of the key recommendations to come out of the Quambatook Flood Management Plan, developed following the January 2011 floods.

Patchell Plaza security upgrade - \$70,000 (supported by \$50,000 from the State Government's Community Crime Prevention Victoria's Public Safety Infrastructure Fund)

Completed in July 2019, the upgrade of security measures within the Patchell Plaza car park, Kerang is benefiting motorists and pedestrians.

The project involved the installation of CCTV and extra lighting within the car park, located on the corner of Albert and Wellington streets, Kerang.



Extra lighting was also installed in the garden beds along the Wellington Street side of the car park, benefiting pedestrians walking past the car park.



Improving Cricket Facilities Across Gannawarra - \$135,000 (supported by \$85,000 from the State Government's Community Sports Infrastructure Fund)

Opened in September 2019, the *Improving Cricket Facilities Across Gannawarra* project involved the construction of new training facilities at the Cohuna and Leitchville Recreation Reserves.

Both facilities feature three synthetic cricket pitches and fully enclosed run-up areas – a first for any cricket training facility within the Gannawarra.

These upgrades were also supported by Cricket Australia, Cricket Victoria, Cohuna Cricket Club and Leitchville/Gunbower Cricket Club.



Koondrook CBD Redevelopment (Stage 3) - \$500,000 (supported by \$250,000 from the Federal Government's Regional Growth Fund)

Completed in June 2020, Stage 3 of the Koondrook CBD Redevelopment links the Koondrook Central Business District and Koondrook Wharf to the Koondrook Nature Based Tourism Hub precinct.

Works include the development of a shared user path extending from the Koondrook Wharf, along the Koondrook Goods Shed to the Gunbower Creek pedestrian bridge.

Tramway Place was also sealed to improve vehicle access, with a roundabout installed to accommodate vehicles using the boat ramp.



Cohuna Waterfront Development (Stage 1) - \$400,000 (supported by \$200,000 from the Federal Government's Regional Growth Fund)

Completed in June 2020, Stage 1 of the Cohuna Waterfront Development involved the development of land adjacent to the Apex Park toilets, Cohuna Skate Park and Gunbower Creek.

These works involved the construction of a new jetty on the creek's edge, an architectural-designed barbecue shelter inspired by the Gateway to Gannawarra Visitor Centre, a camp kitchen and bespoke outdoor picnic furniture.

New footpaths were also created to link the Apex Park car park, toilets, barbecue area and jetty, with the planting of native vegetation undertaken both in the car park and throughout this new precinct.



Riverside Park Female Friendly Facilities upgrade - \$247,980 (supported by \$100,000 from the State Government's Community Sports Infrastructure Fund for Female Friendly Facilities)

Completed in March 2020, the construction of new change rooms at Riverside Park, Kerang will benefit the growing number of women playing football in the region.

The venue is home to the Kerang Football Netball Club women's football side, one of the founding clubs of the Northern Country Women's League.



Macorna Recreation Reserve Female Friendly Facilities upgrade - \$237,797 (supported by \$100,000 from the State Government's Community Sports Infrastructure Fund for Female Friendly Facilities)

Completed in October 2019, the construction of new netball change rooms will accommodate both the Macorna Football Netball Club's netballers and visiting players on match day.

The project also involved converting the former netball change rooms into football umpire change rooms.



Quambatook-Boort Road bridge upgrade - \$635,000 (supported by \$423,333 from Regional Roads Victoria's Fixing Country Roads program)

Completed in April 2020, the Quambatook-Boort Road bridge was replaced by a two-lane concrete structure that will be able to withstand higher mass limits.

The bridge, which spans the Avoca River, provides a road connection between the Quambatook township and the Quambatook Recreation Reserve. It also provides vital transport links to central and southern Victoria.

DROUGHT COMMUNITIES PROGRAMME





In September 2019 Prime Minister Scott Morrison announced that the Federal Government would provide councils impacted by the drought, including Gannawarra Shire Council, \$1 million for local infrastructure and drought relief efforts.

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

Council announced in December 2019 the 37 initiatives, activities, events and infrastructure projects that would benefit from this funding, identified using a number of resources, including *Gannawarra Shire Council Plan 2017-2021* and 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.

Twenty of the 22 infrastructure projects were completed by 30 June 2020, with half of the community resilience support initiatives rolled out – with events and programs yet to proceed due to the Coronavirus pandemic.

Projects and initiatives that were completed by 30 June 2020 were:

- Assessment of energy saving technologies at Lake Charm and Quambatook memorial halls
- Cohuna Recreation Reserve entry improvements
- Gannawarra Community Resilience Grants Program, which supported 17 community organisation-led events and programs that promoted social connectedness
- Kerang Exercise Pool defibrillator installed
- Kerang Museum/Kerang Lawn Tennis Club fire service improvements
- Kerang parkrun course improvements
- Koondrook RV dump point
- Koondrook Senior Citizens Rooms kitchen upgrade
- Lake Charm exercise equipment
- Lake Charm Memorial Hall kitchen improvements
- Lake Charm walking track improvements
- Lalbert Comfort Station shower installation
- Lalbert town entry improvements
- Leitchville Memorial Hall improvements
- Leitchville Recreation Reserve playground fencing
- Macorna Recreation Reserve gravel access improvements
- Murrabit raw water system installed
- Equipment to support Northern District Community Health’s AgriSafe© clinic program
- Tragowel Hall restoration works
- Quambatook community building repairs
- Quambatook outdoor exercise equipment

In May 2020 Council announced that 22 projects and nine events would benefit from a second \$1 million allocation from the Federal Government’s Drought Communities Programme – Extension, with these initiatives to be completed by 31 December 2020.



MAJOR GRANTS AND AWARDS RECEIVED

State Government Building Works package (\$2.6 million)

The State Government announced in May 2020 that Council would receive \$2.6 million from the government's \$2.7 billion *Building Works* package, developed to support local jobs and drive investment in the region post-COVID-19. This funding will support two projects – the Cohuna CBD and Waterfront Project and the expansion of the Tate Drive Industrial Estate, Kerang.

To be completed during the 2020/21 and 2021/22 financial years, \$1.7 million from the *Building Works* package will support the \$3.4 million Cohuna CBD and Waterfront Project (above). Identified during the Waterfront Masterplan process in 2018 and 2019, this project will improve linkages between the Cohuna CBD and Gunbower Creek.

The \$1.3 million expansion of the Tate Drive Industrial Estate, Kerang will occur in 2020/21 thanks to a \$900,000 contribution from the *Building Works* package, which will open up space for extra lots along the southern section of the site.



Federal Government Drought Communities Programme – Extension (\$2 million)

See report on page 25 regarding this exciting initiative.

Federal Government Local Roads and Community Investment Program (\$1.317 million)

The Federal Government announced in May 2020 Council would receive \$1.317 million from 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 June 2020 it would allocate this funding to fully support Stage 2 of the Kerang CBD Redevelopment, scheduled for completion in 2020/21.

Inspired by the work undertaken during the development of the Kerang CBD Master Plan in 2013, Stage 2 of the Kerang CBD Redevelopment will include streetscape works along Scoresby Street and upgrading street furniture and pavements along Victoria Street.

The project will provide a link between the award-winning Victoria Square precinct, opened in 2018, and the Kerang Open Space Precinct, completed in 2019.



State Government Regional Infrastructure Fund (\$390,000)

In June 2020 Council announced it was successful in applying for \$390,000 from Regional Development Victoria's Regional Infrastructure Fund to develop a \$520,000 play space for people of all ages and abilities at Koondrook.

To be constructed on the former Koondrook Memorial Hall site in 2020/21, the Koondrook All Abilities Play Space will be a place where people of all ages and abilities can play and socialise.

The project is identified as a high priority in Council's *Sport and Recreation Strategy*, adopted by Council in May 2019.



Move It AUS Better Ageing Grant (\$126,000)

Council received \$126,000 from the Federal Government's Move It AUS Better Ageing Grant program to support the development of the *Gannawarra – Active at Any Age!* Program.

Rolled out in January 2020, the program aimed to improve the overall health and wellbeing of residents aged 65 years and older, particularly those less active.

Partnering with community groups and individuals, the funding supported Come and Try sessions for various activities, such as strength exercises, line dancing and yoga.



State Government Department of Environment, Land, Water and Planning Information Technology enhancement (\$100,000)

In April 2020 Council received \$100,000 from the Department of Environment, Land, Water and Planning to facilitate remote governance and community engagement.

This funding will be used to support the livestreaming of Ordinary Council Meetings and other community engagement methods.



AWARD RECOGNITION 2019/20

- Special Projects Initiative finalist at the 2020 LGPro Awards for Excellence, recognising the Leitchville Community Garden project
- Built Environment finalist at the 2019 Premiers' Sustainability Awards, recognising the *Sustainable Gannawarra* carbon footprint reduction project
- Environmental Leadership and Sustainability finalist at the 2019 LG Professionals National Federation Awards, recognising Council's sustainability practices
- Silver Award in the 2020 Australasian Reporting Awards for the *2019 Annual Report*
- Victoria Square, Kerang redevelopment won a Good Design Award for Architectural Design



ABOVE: Twelve residents became Australian citizens during Australia Day celebrations at Kerang in January 2020

JULY

- Welcome to Country video filming
- Gannawarra Library Service school holiday program events
- Business Cash Flow Strategy session
- *The Owl's Apprentice* performances
- Shadow puppet making workshops
- *Blurry Borders* exhibition
- Small Business Bus visit to Cohuna and Kerang
- Financial Management business workshop in Kerang

AUGUST

- *The Whale's Tale* performances
- Children's Book Week parades and Gannawarra Library Service awards announcements
- Golden Rivers Artists exhibition
- Social Enterprise Workshop
- Kerang Traders' Children's Book Week celebrations
- *Keep it Koondrook* radio promotion

SEPTEMBER

- The Importance of Dads workshop
- VicHealth Walk to School Month program launch
- *Picasso and His Dog* performance
- Drama Improvisation Workshop
- Gannawarra Library Service school holiday program events
- Cohuna Golf Club Stuart Appleby Pro-Am Tournament
- Father's Day Afternoon Tea at Children's Centre

OCTOBER

- Gannawarra Library Service school holiday program events
- Community Grants program presentation ceremony
- *The Sapphires* performance
- Gannawarra Country Concert
- Seniors Festival events
- VicHealth Walk to School Month program
- Kerang, Murrabit Walk and Talk for Mental Health
- Bowling With Babies

NOVEMBER

- Gannawarra Goes Orange launch and campaign against family violence
- Baptistcare Northaven residents' art exhibition
- Massive Murray Paddle

DECEMBER

- International Day of People With Disability celebrations
- *The Good Woman of Renmark* book talk
- Welcome to Country Video launch
- Free Christmas Pool Party, Kerang
- Ski Racing Victoria State Titles, Lake Charm
- Kerang Turf Club Boxing Day races

JANUARY

- Gannawarra Library Service school holiday program events
- Australia Day community celebrations
- Australia Day Awards announcement
- Grandparents and Mini Movers sessions
- Grandparents Day at the Pool, Cohuna and Kerang
- Hottest 100 Pool Party, Kerang
- Australia Day Pool Party, Cohuna
- Come and Try Water Aerobics, Kerang
- Ski Racing Victoria Point Score event, Lake Charm

FEBRUARY

- Learn About Men's Health sessions, Kerang and Koondrook
- Come and Try Water Aerobics, Cohuna
- Come and Try Yoga, Pilates and Gentle Strength Training, Kerang
- Come and Try Tai Chi, Kerang
- *Submerged - Stories of Australia's Shipwrecks* exhibition
- Come and Try Tenpin Bowling, Kerang
- Social Seniors mobile technology program
- Splish Splash Story Time, Cohuna and Kerang
- Come and Try Line Dancing, Cohuna and Kerang
- Great Murray River Postie Bike Adventure morning tea, Cohuna
- Community Engagement Survey listening post session, Cohuna
- Dispute resolution in the business industry business workshop
- Ski Racing Victoria Point Score event, Lake Charm

MARCH

- *The Morning Rush* live broadcast, Kerang
- International Women's Day breakfast, Kerang
- Community Engagement Survey listening post sessions, Kerang and Koondrook
- Mayoral Listening Post sessions, Lalbert, Murrabit and Quambatook
- Harmony Day Story Time, Cohuna
- Barapa Making Steps for Climate Change, Reedy Lake
- Detox Your Home, Kerang
- Riverdaze Festival

ONGOING

- Elders Group
- Senior Citizen Clubs birthday luncheons
- Seniors Advisory Group
- Social Meals
- Citizenship ceremonies
- Councillor representation at Progress Association/Development Committee meetings

NOTE:

Events scheduled for April – June 2020 were cancelled or postponed due to measures in place to stop the spread of Coronavirus

BELOW: Nikki Nicholls brought her *You've Got a Friend – The Songs & Stories of Carole King to Kerang* as part of the 2019 Victorian Seniors Festival





OUR COUNCIL



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

PATCHELL

including Kerang, Mead, Macorna and Tragowel

YARRAN

including Cohuna, Leitchville and Horfield

Yarran Ward



CR LORRAINE LEARMONTH - MAYOR

First elected October 2012 (Yarran Ward)

Lorraine's focus is on the health and wellbeing of our Shire, including childcare and upgrade of pools.

Lorraine is an advocate for further tourism development of the natural assets of our Shire, including Gunbower Island, the rivers and our lakes.

Lorraine continues to investigate ways our communities can further reduce kerbside waste entering our landfill, including industrial and agricultural.

Lorraine is keen to see further developments in our successful arts and culture sector.

Lorraine's vision is to empower our communities to reach their full potential, and advocate for a better deal for rural communities.

Lorraine is always available to listen to our communities' concerns.



Avoca Ward



**CR CHARLIE GILLINGHAM
- DEPUTY MAYOR**

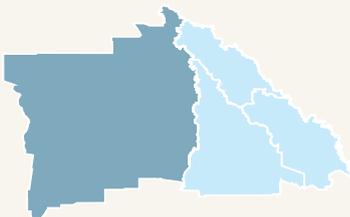
First elected October 2016

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

He has an interest in the local environment, the irrigation industry and local sporting groups. He is a current Board member of Northern District Community Health and the North Central Catchment Management Authority.

Charlie believes the area that we live in is very dynamic and has huge potential for innovative agricultural pursuits, further tourism opportunities, new industry and substantial residential development around our lakes and waterways.

Charlie believes that with a common sense approach we can achieve all of these goals and continue to make the Gannawarra Shire a fantastic place for all.



Patchell Ward



CR JENNY FAWCETT

First elected February 2020

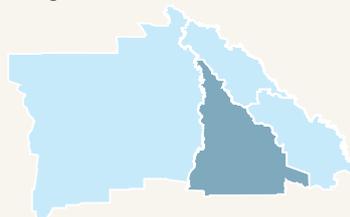
Jenny has lived in Kerang for 20 years following a move from Geelong. She is a wife and mother of three, and a Family Day Care Educator in Kerang for the past 10-plus years having worked for Gannawarra Shire, the City of Greater Geelong and South Barwon Shire.

Jenny currently holds a Certificate III in Children's Services and is currently working with Intereach Family Day Care.

Jenny is involved with local churches and has a strong faith with involvements in many different roles over the past 20-plus years.

Family and the relationships Jenny has made during her years in Kerang including with the School Council, School Parents Group, Hospital Consumer Board, Group Literature Classes and many other school and organisational commitments are immensely important to her.

Jenny intends to remain strongly committed to fairness and integrity coupled with accountability throughout her role as a Councillor.



Yarran Ward



CR ANDREW GIBBS

First elected March 2020

Andrew has lived in Cohuna for a decade after 15 years running successful communications and government advisory businesses in Sydney. He is a former Political Lobbyist of 18 years. Currently Andrew has moved into a more tailored space of Capital and Acquisition Management Consultancy.

Andrew has spent a great deal of time working with our local farmers in preparing and lobbying new ideas and policy changes for irrigators in Gannawarra.

Andrew has had family in the region for 20 years who have had a large foot print in hospitality.

His focus in his role as Councillor is to ensure economic development and growth strategy is at the forefront of the Shire and Councillors agenda. He is passionate about projects and seeing them come to life for the region.



Patchell Ward



CR JODIE BASILE

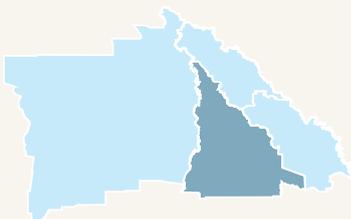
First elected October 2016

Jodie is currently working in Conveyancing whilst residing in Kerang with her family.

Jodie has lived in the Kerang community for the past 35 years and is actively involved in the community and helps out at the Kerang Football Netball Club.

Jodie has a background in business, health administration, real estate and local government.

Jodie is dedicated and passionate about the Gannawarra community and seeing the community grow into the future with stability.



Patchell Ward



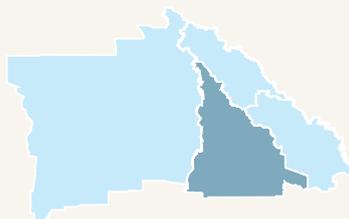
CR BRIAN GIBSON

First elected October 2012

Brian is a former police officer residing in Kerang with his family.

Supporting the community is a passion for Brian, as well as his family and sport.

During his four-year term, Brian's focus is on ensuring that members of the Gannawarra community are heard, and developing community interaction into decision making for specific projects. Brian is also focusing on growth within the tourism industry.



Murray Ward



CR STEVEN TASKER

First elected October 2016

Steve has lived in Koondrook for over 35 years, has operated his mechanical workshop in Koondrook for 18 years, taught at Kerang Technical High School for four years along with volunteering for the NSW State Emergency Service (SES) for 13 years.

Steve has a passion for the environment and enjoys camping and fishing.

During Steve's term he has focused on improving access to services for the elderly and advocated for all abilities access to facilities and services. Steve has also focused on tourism growth.



During 2019/20, the following two Councillors resigned.

First elected in October 2012, **Mark Ariens** represented the Patchell Ward up to his resignation in February 2020.

Sonia Wright, who was first elected to Council in October 2016, represented the Yarran Ward up to her resignation in February 2020.

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 CEO 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.



The Leitchville Preschool Play Centre was officially opened in December 2019

EXECUTIVE LEADERSHIP TEAM



PHIL HIGGINS

Director Corporate Services

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

Prior to his employment with Gannawarra, Phil has worked for a number of councils over the past 35 years, predominantly in the Director Corporate Services role.

This past experience includes fifteen years at Murray River / Murray Shire Council, four years at Campaspe Shire Council and six years at Leeton Shire Council.

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



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

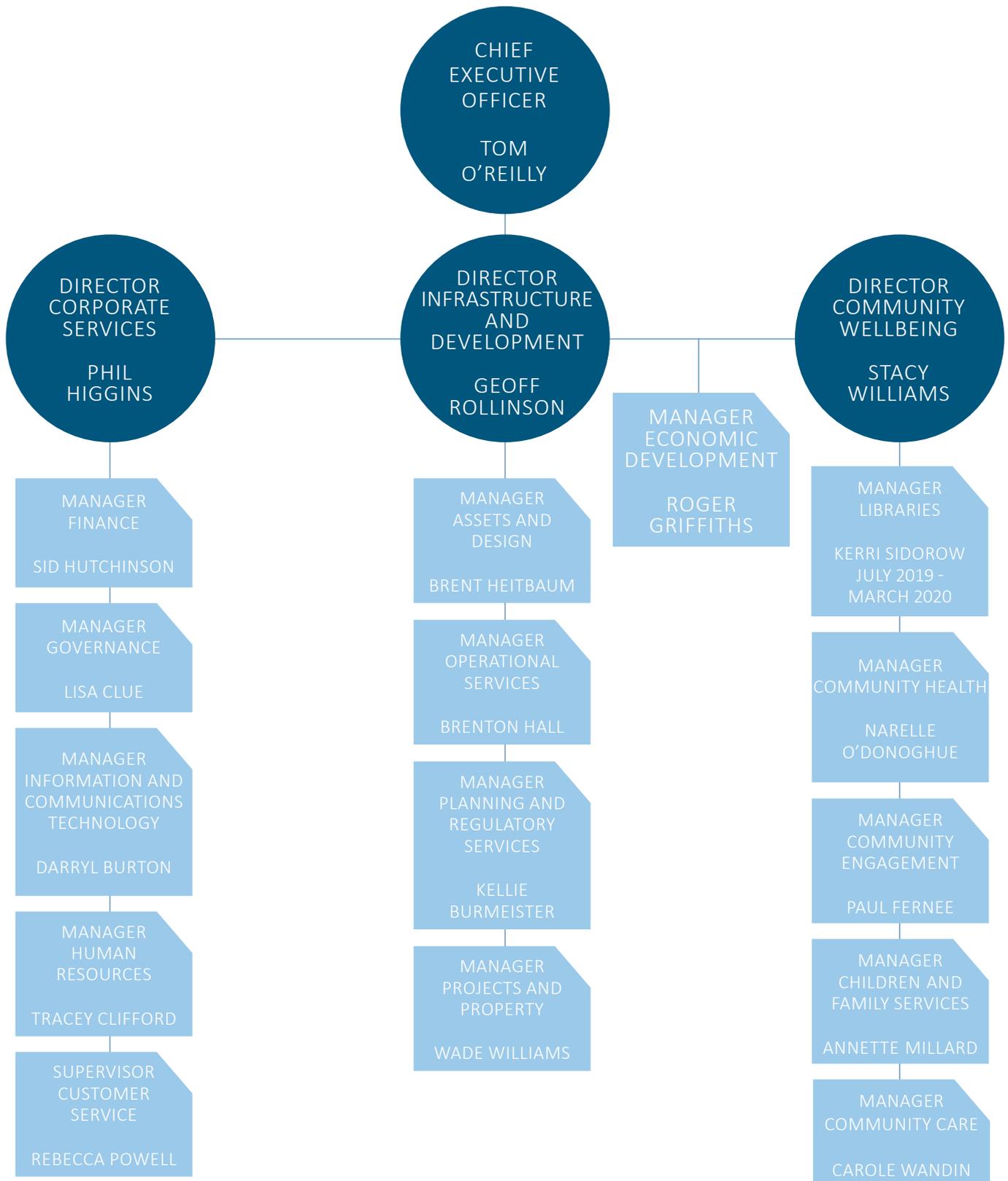
OUR PEOPLE



Council's Parks and Garden team play a key role in the beatification of parks and reserves throughout the Gannawarra

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.

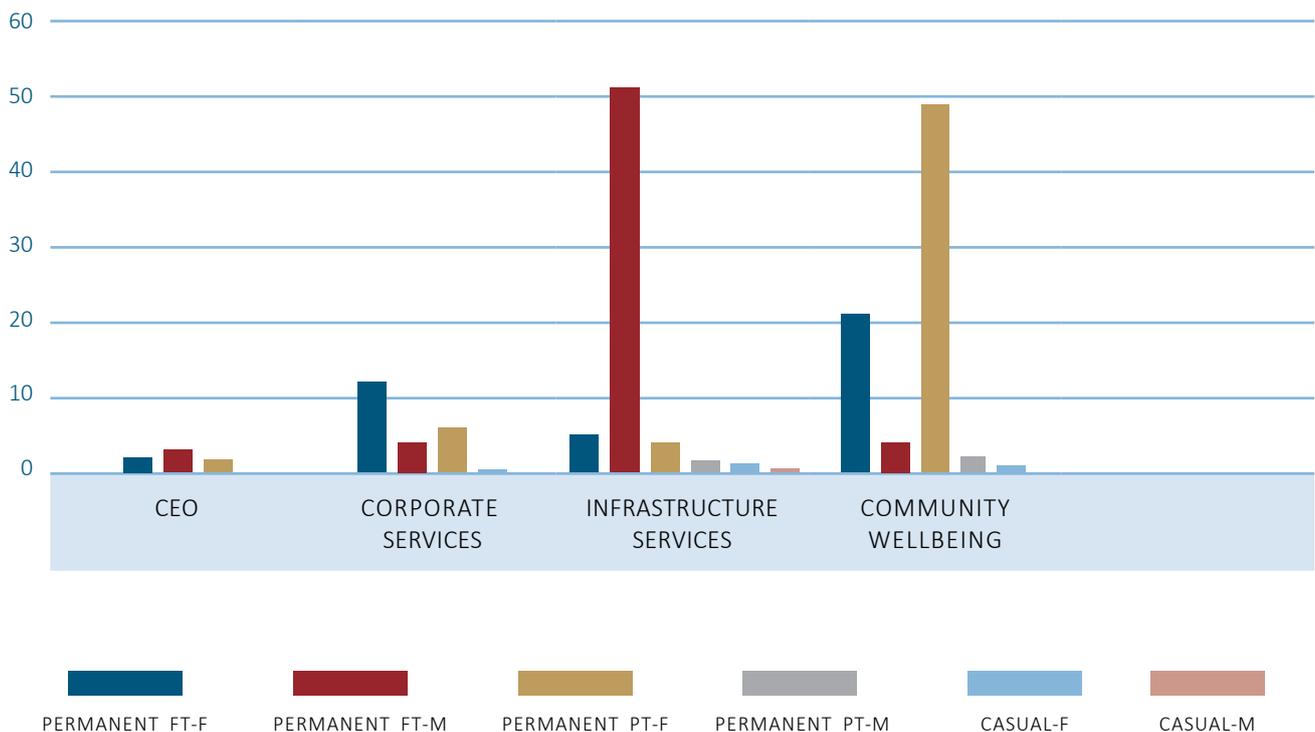


OUR WORKPLACE

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

FTE BY GENDER, DEPARTMENT

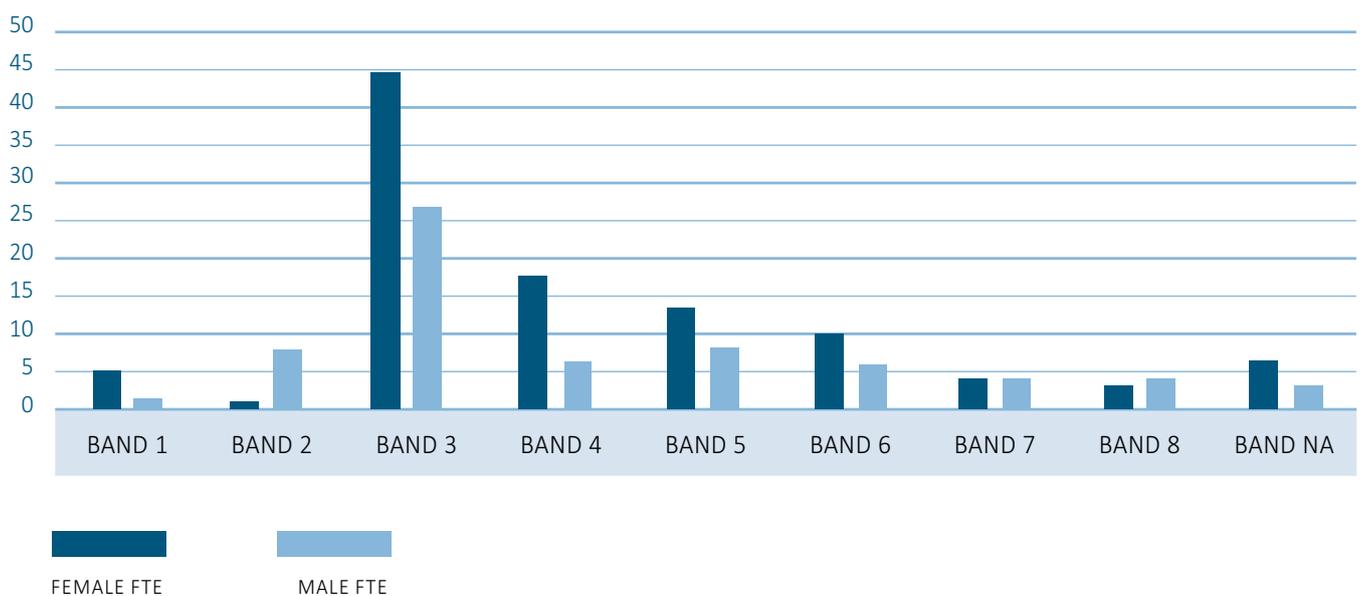
EMPLOYMENT TYPE / GENDER	CEO	CORPORATE SERVICES	INFRASTRUCTURE SERVICES	COMMUNITY WELL-BEING
Permanent FT- F	2.00	12.00	5.00	21.00
Permanent FT- M	3.00	4.00	51.00	4.00
Permanent PT- F	1.63	5.93	3.87	48.78
Permanent PT- M	0.00	0.00	1.51	2.09
Casual- F	0.00	0.31	1.11	0.96
Casual- M	0.00	0.00	0.51	0.00
Total	6.63	22.24	63.00	76.83



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 EFT
BAND 1	4.29	1.30	5.59
BAND 2	1.00	7.66	8.66
BAND 3	43.72	26.21	69.93
BAND 4	17.27	6.21	23.48
BAND 5	13.15	8.00	21.15
BAND 6	9.84	5.73	15.57
BAND 7	4.00	4.00	8.00
BAND 8	3.00	4.00	7.00
BAND NA	6.32	3.00	9.32
TOTAL	102.59	66.11	168.70



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 a number of staff participating in the Challenge of Leadership, 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 and a group of Community Care staff successfully completing the Certificate IV in Disability and Aged Care.

Staff also continued to attend a range of training, conference and forum opportunities relevant to their fields of expertise.

TRAINEESHIPS 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.

This year traineeships occurred in the areas of Finance, 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 a number of policies, new staff inductions and training, Council ensures that the work environment is respectful and free from discrimination, harassment and bullying.

This year, staff participated in a targeted online training module about equal employment opportunity.

Council’s Local Laws team play a role in reuniting lost animals with their owners



HEALTH AND SAFETY

together we are creating a
healthy workplace



achievement
program

The Healthy Together Achievement Program is improving the health of Victorians, funded by the Victorian Government.

Health and safety within our workforce is our number one priority.

We know that a safe and healthy workplace 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.

A safety culture that supports an incident and injury-free workplace for all employees, volunteers, contractors and visitors is what we aim for.

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 Committee in accordance with Council's risk framework.

The Service Sister and Bro team won Gannawarra Shire Council's Workplace 10,000 Step Challenge, held during September 2019

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 has continued its proactive approach to encourage Council staff to protect themselves and others from influenza. Council provides free vaccination against influenza to its workforce on an annual basis with 76.90 per cent of staff, including casual employees, taking the opportunity to be immunised against influenza in 2019/20.

Council continues its commitment to becoming recognised under the Victorian Healthy Workplaces Achievement Program. This is a statewide health promotion program that encourages best practice in workplaces around Mental Health and Wellbeing, Healthy Eating, Physical Activity, Smoking and Alcohol.

The following staff programs have been conducted in support of the Healthy Workplaces Achievement Program in the 2019/20 year:

- The continuation of provisions for healthy snacks at the Kerang Office
- Participation in the Workplace 10,000 Step Challenge in September 2019
- Participation in Gannawarra Goes Orange Day in November 2019 to raise awareness about family violence
- Participation in the Victoria Against Violence 16 Days of Activism campaign in December 2019 across all worksites
- A revised Employee Health and Wellbeing Policy was endorsed in February 2020
- Gannawarra Library Service hosted an International Women's Day Breakfast in March 2020
- Council adopted a *Healthy Food and Drink Policy* in March 2020
- The "Ganna-warra-get-active" workplace team participated in the Premier's Active April Challenge in April 2020 before its cancellation due to COVID-19



OUR PERFORMANCE



Gannawarra Shire Council's Community Care team assisted with the delivery of the Social Meals and Senior Citizens Groups birthday programs during 2019/20

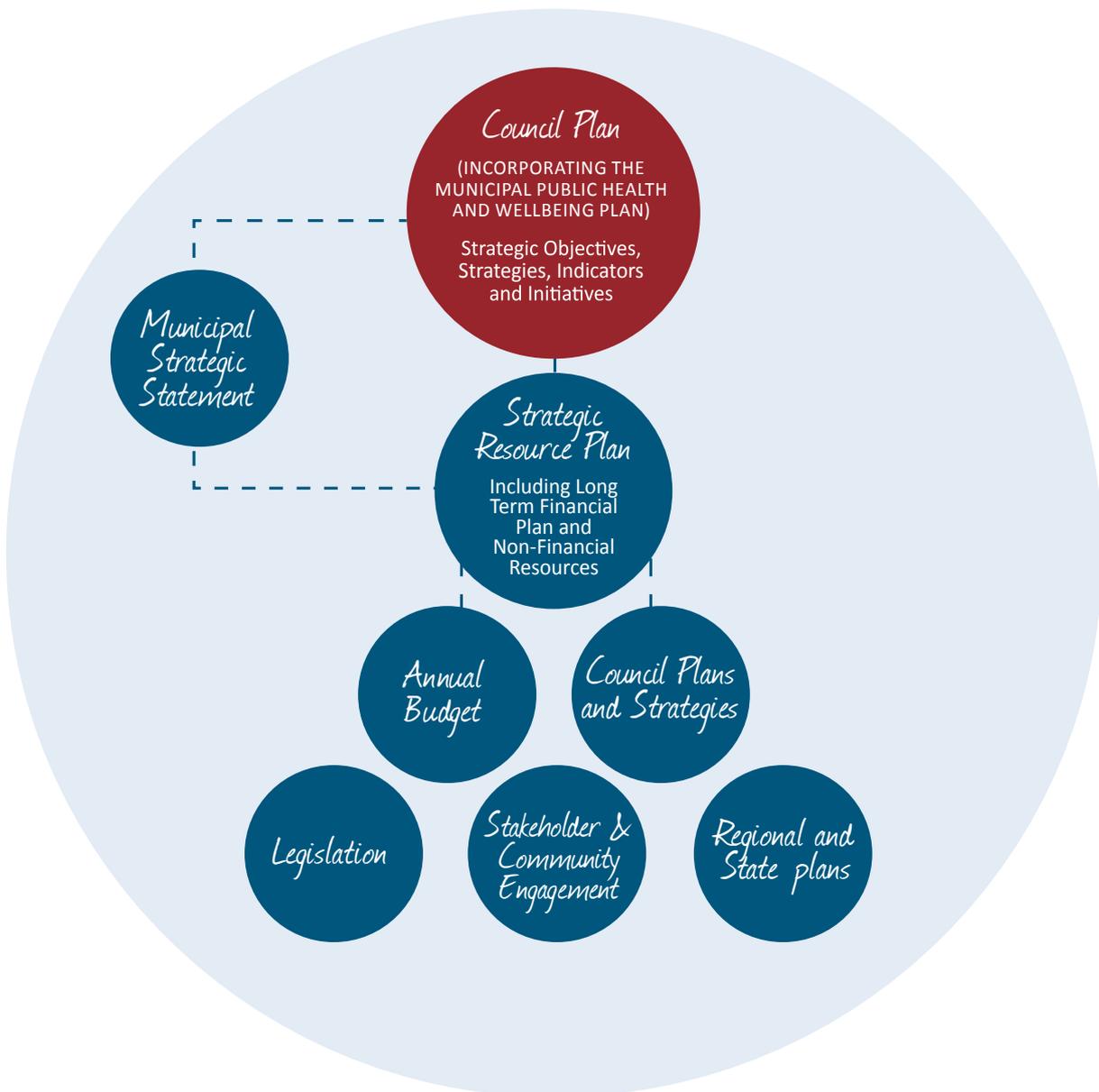
PLANNING AND ACCOUNTABILITY FRAMEWORK

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 2019/20 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).

Council joined other services providers in March 2020 to promote International Women's Day



OUR PERFORMANCE



PRIORITY AREA 1: CONNECTIVITY

Council's Community Care team delivered Christmas hampers to the service's clients during December 2019

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

HIGHLIGHTS

- Seniors Advisory Group meetings, Kerang Elders Group Yarns and Arts Gatherings held throughout the year
- Councillor Engagement Calendar developed
- Mayoral Listening Post program held March 2020, but postponed due to Coronavirus-related social distancing measures
- Community Satisfaction Survey conducted February and March 2020
- Community Engagement Survey listening posts held February and March 2020
- New tourism website – www.thegannawarra.com.au – developed and promoted
- *Gannawarra Tourism and Events* brochures developed in partnership with the community, distributed in September 2019 (Spring and Summer 2019/20) and February 2020 (Autumn and Winter 2020)
- Council planned and delivered 188 individual events during the 2019/20 financial year, with the program significantly impacted by COVID-19
- *Arts and Culture in the Gannawarra Brochure* developed in partnership with the community February 2019
- There has been a positive increase in the number of households with internet access, with 69.70 per cent of residents surveyed during the 2016 Census indicating they had home internet access
- 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
- Volunteers' Annual Function held November 2019
- Staff regularly attended industry expos
- ICT Strategy adopted by Council October 2019
- Mallee Flexible Transport Project, which identifies the availability of transport services to the community, launched in October 2019
- Progress Association/Development Committee and community planning meetings attended by Councillors and staff
- Website users in 2019/20 increased by 27 per cent compared to previous financial year
- Council successfully received training through the Commonwealth Home Support Program to enable client transport intra-shire, helping to reduce social isolation
- The Gannawarra Non-Emergency Transport Service (GNETS) remains well utilised for transport to medical appointments
- The Koondrook pedestrian bridge to Gunbower Island has created a 2.6km track linking through Condidorios Bridge
- Parent committees continue to meet at kindergartens and long day care, providing valuable support, fundraising and service feedback

PRIORITY AREA 1: CONNECTIVITY

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 Communication and 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. In

Gannawarra we are grateful to have a strong commitment to volunteering, which is reflected in the large number of community members who volunteer.

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

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

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

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i>	60.00	54.00	55.00	43.00	The 2019/20 Community Satisfaction Survey was conducted during a period of community uncertainty following the resignation of two former Councillors, who publicly highlighted grievances they had with Council and its operations.

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

PRIORITY AREA 2: ECONOMIC DIVERSITY, GROWTH AND PROSPERITY



Gannawarra Shire Council plays a key role in promoting the benefits of investing in the municipality

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

HIGHLIGHTS

- *Gannawarra Agribusiness Investment Plan* developed and in use
- *Gannawarra Economic Development Strategy 2019-2024* adopted November 2019
- 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, Kangaroo Lake and Koondrook
- A micro grid proposal from KIG Energy presented to Council for consideration May 2020
- 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 2016/17 Budget
- Continued facilitation of large scale energy projects with the completion of the Cohuna Solar farm and submissions and advocacy with AEMO
- Implementation of the Koondrook Wharf Business Opportunities Plan commenced
- *Gannawarra Tourism Strategy* reviewed, with implementation continuing
- Continued attraction of aquatic events to the Gannawarra
- Improvements to infrastructure and signage to enhance visitors' experiences
- Blackspots reports prepared for telecommunications infrastructure funding
- Infrastructure report facilitated for VHM mining and Spring Ranch Poultry with Regional Development Victoria
- Construction of the Koondrook Nature Based Tourism Hub started
- Funding secured for expansion of Kerang's Tate Drive Industrial Estate
- Funding secured for Stage 2 of the Kerang CBD Redevelopment
- Funding secured for Cohuna CBD and Waterfront Redevelopment
- 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 control group on Stage 1 of the Murray River Adventure Trail
- Support provided for new tourism products, including Kerang Regional parkrun and accommodation options
- 131 new planning permit applications received in the 2019/20 with an estimated cost of development over \$15,000,000

PRIORITY AREA 2: ECONOMIC DIVERSITY, GROWTH AND PROSPERITY

SERVICES TO OUR COMMUNITY

Economic Development

To influence appropriate investment and business development in line with Council goals and facilitate an environment conducive for business, investment and economic growth.

Strategic Future Planning

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

Tourism

To create high quality visitor experience and promote further growth within the local tourism industry.

Community Facilities Management

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

Building

To administer and enforce building legislation to ensure that buildings meet relevant building and safety standards for owners, occupiers and the general public.

Planning

To provide the strategic framework for appropriate land use planning, urban design and development to achieve high quality outcomes for the community through the implementation of the Gannawarra Planning Scheme.

PRIORITY AREA 2: ECONOMIC DIVERSITY, GROWTH AND PROSPERITY

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i>	41.00	49.00	35.00	37.00	There has been a slight increase in the time take to decide planning applications due to an increased number of applications received.
[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>	86.05%	86.42%	83.22%	88.52%	Streamlined processes and efficiencies are attributed to the improved increased decisions within the required time frames.
[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100					
Service cost					
<i>Cost of statutory planning service</i>	\$1,975.01	\$1,904.51	\$2,028.48	\$1,851.17	The total number of planning applications received has increased from previous years, therefore the direct cost of statutory planning service has decreased.
[Direct cost of the statutory planning service / Number of planning applications received]					
Decision making					
<i>Council planning decisions upheld at VCAT</i>	100.00%	100.00%	0.00%	0.00%	There was one appeal in 2019/20 where VCAT set aside the Council decision for approval and ultimately the application was refused.
[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					

OUR PERFORMANCE

PRIORITY AREA 3: SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS



*The Gannawarra is home to
Gunbower Island - the largest inland island in the Southern Hemisphere*

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

HIGHLIGHTS

- Reduction of Council's greenhouse gas emissions by 33.2 per cent since 2012
- Planting of 508 trees throughout the municipality
- 37.1 per cent of waste diverted, exceeding benchmark of 35 per cent
- Full cost recovery for waste management achieved
- Council's *Environmental Sustainability Strategy* reviewed, with implementation ongoing
- 2019/20 Pest and Weed program completed
- 82 of the 91 2019/20 Capital Works projects completed
- Shire boundary signage reviewed, updated and installed on strategic Shire entrances and infrastructure
- Installation of solar panels on seven Council-owned buildings
- Funding secured to upgrade all Major and Minor Street Lighting in the 2020/21 financial year
- Completion of the "Denyers Future Options Report"
- Continued efforts with relevant water authorities on issues raised by our communities
- Review of *Domestic Wastewater Management Plan* started, with timeline extended due to COVID-19
- Continued representation on Central Victoria Greenhouse Alliance
- Reconciliation Action Plan under development with Kerang Elders Group and Gannawarra Local Agency Meeting
- Council represented at local Landcare group meetings

- Development and launch of the Welcome to Country video in partnership with Murray District Aboriginal Service and Kerang Elders Group
- Funding secured for Stage 2 of the Kerang CBD Redevelopment
- Funding secured for Cohuna CBD and Waterfront Redevelopment
- Healthy by Design principles considered in all design works

SERVICES TO OUR COMMUNITY

Local Laws

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

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

Engineering

To provide, maintain and coordinate Council's infrastructure and ensure that public roads and related infrastructure are maintained to a high standard.

PRIORITY AREA 3: SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Roads					
Satisfaction of use					
<i>Sealed local road requests</i>	16.26	11.90	20.73	9.21	There was a decrease of 60 sealed local road requests from 108 in 2018/19 to 48 in 2019/20. 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>	94.98%	91.94%	99.23%	99.42%	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>	\$31.76	\$35.00	\$40.65	\$44.30	A slight increase in the cost of sealed local road reconstruction is attributed to increased costs in materials, fuel and labour reflecting project location.
[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 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Service Cost					
<i>Cost of sealed local road resealing</i>	\$3.66	\$4.51	\$4.93	\$5.42	A slight increase in the cost of sealed local road resealing is attributed to increased costs in materials, fuel and labour reflecting project location.

[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]

Satisfaction

<i>Satisfaction with sealed local roads</i>	51.00	46.00	50.00	47.00	Results for community satisfaction with sealed local roads has seen a decrease of three points. This result is significantly different to Council's understanding of the sealed local road network, gained through customer requests and Council's inspection program. Council is aware that many residents find it difficult to ascertain a council-maintained road compared to roads maintained by other authorities.
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[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>	2.41	2.00	1.79	1.74	The time taken to action animal management requests has remained steady with most requests responded to in one business day.
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[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 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Service standard					
<i>Animals reclaimed</i>	81.20%	73.00%	80.00%	19.66%	234 animals were collected by Council officers in 2019/20. 46 of those were released back to their owners. Of the 234, 142 of these were surrendered to Council for rehoming. 177 were rehomed.
[Number of animals reclaimed / Number of animals collected] x100					
<i>Animals rehomed</i>	New in 2020	New in 2020	New in 2020	75.64%	234 animals were collected by Council officers in 2019/20. 46 of those were released back to their owners. Of the 234, 142 of these were surrendered to Council for rehoming. 177 were rehomed.
[Number of animals rehomed / Number of animals collected] x100					
Note: New measure for 2019-20 financial year.					
Service cost					
<i>Cost of animal management service per population</i>	New in 2020	New in 2020	New in 2020	\$10.02	The small increase in the cost of the animal management service is attributed to an increase in labour costs.
[Direct cost of the animal management service / Population]					
Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.					
Health and safety					
<i>Animal management prosecutions</i>	New in 2020	New in 2020	New in 2020	0.00%	There were no animal management prosecutions in 2019/20.
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					
Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.					

PRIORITY AREA 3: SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Waste Collection					
Satisfaction					
<i>Kerbside bin collection requests</i>	31.65	29.25	37.50	42.18	An increase 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] x1000					
Service standard					
<i>Kerbside collection bins missed</i>	0.78	1.25	1.64	2.51	Council received notice of 94 missed bins. The increase of missed bins is due to Council's waste contractor experiencing difficulty sourcing experienced operators. Council is actively working with our waste contractor to better our collection service.
[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>	\$53.97	\$54.17	\$55.50	\$61.51	The cost of the kerbside garbage bin collection service has remained steady, with a small increase recorded in 2019/20 associated with CPI and an increase in households requiring service.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					

PRIORITY AREA 3: SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Service cost					
Cost of kerbside recyclables collection service	\$39.69	\$36.84	\$37.75	\$41.97	The cost of the kerbside recyclables collection service has seen a small increase in 2019/20 attributed to CPI and increased demand for more recycling bins.

[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]

Waste diversion

Kerbside collection waste diverted from landfill	44.21%	41.48%	42.16%	37.15%	A decrease in the kerbside collection waste diverted from landfill is due to a fall in the total volume of recycling as a result of the temporary closure of the Municipal Recycling Facility (MRF). This caused more recyclable waste to be delivered to landfill instead of the MRF. Council has a strong focus on reducing waste to landfill through a waste education and behaviour change program.
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[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 2017	Results 2018	Results 2019	Results 2020
Animal Management				
Service cost				
Cost of animal management service	\$35.26	\$38.10	\$41.40	Retired in 2020
[Direct cost of the animal management service / Number of registered animals]				
Health and safety				
Animal management prosecutions	0	0	2	Retired in 2020
[Number of successful animal management prosecutions]				



OUR PERFORMANCE

PRIORITY AREA 4: GOOD GOVERNANCE AND A HEALTHY ORGANISATION

Council employs 167 staff who work at various locations throughout the Gannawarra

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

HIGHLIGHTS

- Continued implementation of the *Gannawarra Shire Council Plan 2017-2021*, which includes the statutory Municipal Public Health and Wellbeing Plan
- 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
- 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, including secondment of NDCH Youth Officer to Council for one day per week between July and December 2019 to deliver the VicHealth Walk to School Month program
- Partnership with City of Greater Bendigo for the eight-week secondment of an Environmental Health Officer to cover peak period of leave for Council's Environmental Health Service
- Regular Council representation at Gannawarra Local Agency Meeting partnership, Southern Mallee Primary Care Partnership board meetings, Loddon Mallee Regional Local Government Directors meeting, Municipal Association of Victoria Aged Care Strategy Group, Mallee Early Years Compact, Mallee Family Violence Executive, Gannawarra Early Years Network, Buloke Loddon Gannawarra Health Executives and Mallee Children and Youth Area Partnerships
- 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
- Other regular established meetings with Regional Roads Victoria and EPA to pursue advocacy initiatives
- Council-nominated staff member participating in the 2020 Loddon Murray Community Leadership Program
- Seniors Advisory Group meetings and Kerang Elders Group Yarns held at regular intervals
- Council Engagement Program developed for 2020
- Continue support for community groups to develop funding applications
- *Communications and Engagement Strategy 2016-2020* reviewed, with Community Engagement Survey conducted February-March 2020
- Reconciliation Action Plan under development with Kerang Elders Group and Gannawarra Local Agency Meeting
- Council funded \$82,500 to 24 groups through the 2019/20 Community Grants Program
- Council funded \$48,000 to 27 groups through the Gannawarra Community Resilience Grants Program
- Council funded \$257,107 to seven community projects through the Major Community Projects Fund
- 96 per cent of annual staff reviews completed
- Facilitation of the Gannawarra Community Resilience Committee to support communities effected by ongoing dry seasonal conditions

PRIORITY AREA 4: GOOD GOVERNANCE AND A HEALTHY ORGANISATION

SERVICES TO OUR COMMUNITY

Customer Service

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

Council's Customer Service handle 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

ICT Management provides the technological platform and resources that enables staff to perform their duties and provide efficient services to the Shire.

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, as well as have 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*.

PRIORITY AREA 4: GOOD GOVERNANCE AND A HEALTHY ORGANISATION

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Governance					
Transparency					
<i>Council decisions made at meetings closed to the public</i>	9.16%	4.95%	4.08%	2.94%	The number of matters considered at meetings closed to the public has reduced by one, from four to three. This 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] x 100

Consultation and engagement

<i>Satisfaction with community consultation and engagement</i>	60.00	54.00	55.00	43.00	The 2019/20 Community Satisfaction Survey was conducted during a period of community uncertainty following the resignation of two former Councillors, who publicly highlighted grievances they had with Council and its operations.
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Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement

Attendance

<i>Councillor attendance at council meetings</i>	86.73%	94.05%	96.43%	91.21%	Attendance at Council Meetings remained steady in 2019/20.
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[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

PRIORITY AREA 4: GOOD GOVERNANCE AND A HEALTHY ORGANISATION

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Service cost					
<i>Cost of elected representation</i>	\$40,182.39	\$40,037.69	\$42,703.93	\$43,818.96	A slight increase in the cost of elected representation can be attributed to increased expenditure on Councillor support and training as well as an increase in allowances.

[Direct cost of the governance service /
Number of Councillors elected at the last
Council general election]

Satisfaction

<i>Satisfaction with Council decisions</i>	60.00	54.00	52.00	39.00	The 2019/20 Community Satisfaction Survey was conducted during a period of community uncertainty following the resignation of two former Councillors, who publicly highlighted grievances they had with Council and its operations.
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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

Students from Kerang's St Joseph's Primary School cheer on Western Bulldogs AFLW captain, Ellie Blackburn during a football clinic in March 2020

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

HIGHLIGHTS

- Leitchville Pre-School achieved recognition in the Healthy Eating/Oral Health priorities, as well as the Sun Protection and Physical Activity in the Victorian Healthy Early Childhood Services Achievement Program
- Four-year-old kindergarten enrolments in 2020 increased by 8.9 per cent compared to 2019 figures
- *Preventing Family Violence Statement of Commitment* adopted March 2020
- Seniors Advisory Group meetings, Kerang Elders Group Yarns and Arts Gatherings meetings held at regular intervals throughout the year to promote a partnership approach
- Current aged care arrangements with the Commonwealth Government extended to June 2022

- Fluoridation of Cohuna water supply achieved
- Assisted with the partnering of the Tactics for Tough Times program, rolled out across the Gannawarra as part of drought response efforts
- Cohuna Waterfront Development (Stage 1) complete June 2020
- Kangaroo Lake Foreshore Redevelopment (Stage 1) complete February 2020
- Koondrook CBD Redevelopment (Stage 3) complete June 2020
- Construction of female friendly change rooms at Kerang and Macorna complete
- Continued promotion of the *5 Ways to Wellbeing*, including holding the *5 Ways to Wellbeing Mental Health Walk and Talk* events in October 2019
- Distribution of *5 Ways to Wellbeing* magnets and Windella Soap packs to Maternal and Child Health families in December 2019
- Council coordination of the VicHealth Walk to School program for the seventh year in a row, with 100 per cent of schools located in the Gannawarra participating
- Funding for the Cohuna and Koondrook All Abilities Play Spaces secured
- Continued implementation of Council's *Social Inclusion Strategy 2019-2023*
- Improvements to Kerang's Patchell Plaza car park completed July 2019
- Gannawarra Community Resilience Committee meetings held regularly during 2019/20
- Stages 1 and 2 of the Quambatook Levee project completed January 2020
- Gannawarra Giving Account established by Gannawarra Community Resilience Committee to raise funds to support children to participate in sport, recreation and community activities
- Development of the Gannawarra Community Resilience Grants Program, which provided \$48,000 to 27 groups for community events and initiatives
- Promotion of drought support services through the distribution of a monthly *Gannawarra Cares* newsletter
- Coordination of the development of a fourth *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
- Four theatre productions held, organised in partnership between Council and a range of community partners

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

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), including Council, Northern District Community Health, Cohuna District Hospital, Kerang District Health, Victoria Police, Mallee District Aboriginal Service, Mallee Family Care and supported by the Southern Mallee Primary Care Partnership.

Children and Family Services

There are a range of services, programs and activities within the Gannawarra Shire Children's Services that provide support to families with the growth and development of their children. This includes kindergarten programs, long day care, family day care, maternal and child health, supported playgroup and toy library.

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

Environmental Health

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

The health protection role includes environmental health, infectious disease prevention and control, immunisation, food safety, septic tanks, environment protection and emergency response.

A range of legislation is administered and enforced by Environmental Health Officers to protect health and wellbeing.

Partnerships

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

- *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*
- *Early Years Plan 2015-2018*
- *Creative Arts and Activation Plan 2016-2020*

Arts and Culture

Council coordinates arts and culture events across the Shire. An exhibition space at the Sir John Gorton Library provides public display of local and touring exhibitions. Funding opportunities are also sought for arts and culture events and programs.

Council partners with community groups to deliver strategic arts and culture performances across the Shire.

Community Care

Council has provided services to support older people and people with a disability since 1985. Community Care Services aim to maintain or increase independence by focusing on each client's capacity.

Our services cater for frail older people, people of any age with a disability and their carers.

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

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

Nurses offer support to all families and can refer families and children on to specialist assistance. They 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 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 who share the one integrated library management system (ILMS)- a bibliographic database- 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 within Koondrook, Leitchville and Quambatook.

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i>	1.00	1.00	1.33	1.00	Each pool received one inspection during the 2019/20 year.
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					
Utilisation					
<i>Utilisation of aquatic facilities</i>	2.58	2.52	4.61	3.45	Utilisation of outdoor aquatic facilities remained steady due to the introduction of new events and activities undertaken in 2019/20, along with consistent seasonal temperatures. Council's indoor facility saw a decrease in utilisation due to COVID-19 facility closure.
[Number of visits to aquatic facilities / Municipal population]					
Service cost					
<i>Cost of aquatic facilities</i>	New in 2020	New in 2020	New in 2020	\$10.96	An increase in costs of the service in 2019/20 is attributed to an increase in operating costs and a decrease in attendance.
[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', see retired measures.					

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Food Safety					
Timeliness					
<i>Time taken to action food complaints</i>	1.00	1.33	1.00	0.00	There were no food complaints received in the reporting period.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
<i>Food safety assessments</i>	72.88%	97.40%	100.00%	100.00%	Food safety assessments have been undertaken for all registered premises across the reporting period.
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100					
Service cost					
<i>Cost of food safety service</i>	\$226.58	\$401.69	\$305.08	\$305.08	The cost of the food safety service remains consistent.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	100.00%	0.00%	0.00%	0.00%	There were no critical or major non-compliance outcome notifications during the reporting period.
[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 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Libraries					
Utilisation					
Physical library collection usage	1.86	1.99	2.01	1.64	A reduction in the physical library collection usage is attributed to the closure of libraries throughout 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	37.50%	35.83%	41.85%	38.51%	There was a slight reduction in new collection items purchased in 2019/20. Gannawarra Shire Council will continue to withdraw older stock and increase the standard of the library collection.
[Number of library collection items purchased in the last five years / Number of library collection items] x100					
Participation					
Active library borrowers in municipality	20.01%	18.44%	16.75%	16.65%	A reduction in the number of active library borrowers is attributed to the closure of libraries throughout 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	New in 2020	\$54.65	This indicator is now measured via population rather than the number of visits.
[Direct cost of the library service / Population]					Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Maternal and Child Health (MCH)					
Service standard					
<i>Infant enrolments in the MCH service</i>	93.55%	100.00%	97.25%	101.28%	Infant enrolments continue to remain high, which is consistent with previous results.
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost					
<i>Cost of the MCH service</i>	\$62.03	\$62.04	\$65.05	\$81.64	An increase in the cost of the MCH service is attributed to the utilisation of relief nurses due to permanent resourcing issues.
[Cost of the MCH service / Hours worked by MCH nurses]					
Participation					
<i>Participation in the MCH service</i>	77.40%	77.49%	70.95%	86.88%	Council's MCH service has a concentrated focus in reaching all children across the Shire, resulting in increased participation.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					
<i>Participation in the MCH service by Aboriginal children</i>	55.56%	54.39%	61.90%	100.00%	Council's MCH service has a concentrated focus in reaching all children across the Shire, resulting in increased participation by Aboriginal children.
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Satisfaction					
<i>Participation in 4-week Key Age and Stage visit</i>	New in 2020	New in 2020	New in 2020	101.28%	Infant enrolments and participation in the MCH service continues to remain high.
[Number of 4-week key age and stage visits / Number of birth notifications received] x100					

PRIORITY AREA 5: STRONG HEALTHY COMMUNITIES

RETIRED MEASURES

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

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020
Aquatic Facilities				
Service cost				
<i>Cost of indoor aquatic facilities</i>	\$10.41	\$8.46	\$5.71	Retired in 2020
[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]				
<i>Cost of outdoor aquatic facilities</i>	\$13.31	\$12.41	\$4.81	Retired in 2020
[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]				
Libraries				
Service cost				
<i>Cost of library service</i>	\$6.20	\$6.80	\$7.64	Retired in 2020
[Direct cost of the library service / Number of visits]				
Maternal and Child Health (MCH)				
Satisfaction				
<i>Participation in first MCH home visit</i>	98.9%	109.0%	97.2%	Retired in 2020
[Number of first MCH home visits / Number of birth notifications received] x100				

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION



Until 6 April 2020, Gannawarra Shire Council was constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community.

Under that Act, Council had a number of roles including:

- Taking into account the diverse needs of the local community in decision-making;
- Providing leadership by establishing strategic objectives and monitoring achievements;
- Ensuring that resources are managed in a responsible and accountable manner;

- Advocating the interests of the local community to other communities and governments;
- 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.

Proclaimed 6 April 2020, section 8(1) of the *Local Government Act 2020* states the role of Council is 'to provide good governance in its municipal district for the benefit and wellbeing of the municipal community'.

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, except for June, when the monthly meeting is held on the fourth Wednesday of the month. Members of the community are welcome to attend these meetings and observe

from the gallery. Council meetings also provide the opportunity for community members to submit questions to Council or make a submission.

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

or ask questions of Council at meetings held between March and June 2020, however each meeting was livestreamed via Facebook.

For the 2019/20 year, Council held 11 Ordinary Council Meetings and two Special Council Meeting.

ORDINARY COUNCIL MEETING DATES												
COUNCILLOR	17/07/19	21/08/19	18/09/19	16/10/19	20/11/19	18/12/19	19/02/20	18/03/20	15/04/20	20/05/20	24/06/20	TOTAL
Cr Mark Arians	✓	✓	✓	✓	✓	X	N/A	N/A	N/A	N/A	N/A	5/6
Cr Jodie Basile	✓	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	10/11
Cr Jenny Fawcett	N/A	N/A	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓	5/5
Cr Andrew Gibbs	N/A	✓	✓	✓	✓	4/4						
Cr Brian Gibson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11/11
Cr Charlie Gillingham	✓	✓	✓	✓	✓	✓	✓	A	✓	✓	✓	10/11
Cr Lorraine Learmonth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11/11
Cr Steve Tasker	✓	✓	✓	A	✓	A	✓	✓	✓	✓	✓	9/11
Cr Sonia Wright	✓	✓	✓	✓	✓	A	N/A	N/A	N/A	N/A	N/A	5/6

A – Apology

X – Absent

N/A – Not a Councillor

SPECIAL MEETING			
Councillor	11/11/19	9/06/20	TOTAL
Cr Mark Arians	✓	N/A	1/1
Cr Jodie Basile	✓	A	1/2
Cr Jenny Fawcett	N/A	✓	1/1
Cr Andrew Gibbs	N/A	✓	1/1
Cr Brian Gibson	✓	✓	2/2
Cr Charlie Gillingham	✓	✓	2/2
Cr Lorraine Learmonth	✓	✓	2/2
Cr Steve Tasker	✓	✓	2/2
Cr Sonia Wright	✓	N/A	1/1

A – Apology

N/A – Not a Councillor

COUNCILLOR PORTFOLIOS

Councillor portfolios as set at 19 February 2020

COUNCILLOR	PORTFOLIO	COMMITTEE
Cr Mark Arians*		Municipal Association of Victoria (MAV) (from November 2019 until February 2020)
Cr Jodie Basile	Early Years	
Cr Jenny Fawcett**		
Cr Andrew Gibbs***		
Cr Brian Gibson		Municipal Emergency Management Planning Committee Central Victorian Greenhouse Alliance (CVGA) Audit Committee (from February 2020) Municipal Association of Victoria (MAV) (from February 2020)
Cr Charlie Gillingham		Audit Committee Municipal Association Victoria (MAV) (until November 2019)
Cr Lorraine Learmonth	Arts and Culture, Elders, Seniors	Loddon Mallee Waste and Resource Recovery Group (LMWRRG) MAV Arts and Culture Committee MAV Environment Committee Seniors Advisory Committee Elders Group Murray River Group of Councils – as Mayor Loddon Campaspe Councils – as Mayor
Cr Steven Tasker		Municipal Fire Management Planning Committee
Cr Sonia Wright*	Youth	Audit Committee (until February 2020)

* Resigned from Council 3 February 2020

** Commenced on Council 18 February 2020

*** Commenced on Council 10 March 2020

CODE OF CONDUCT

The Act requires a Council to review its Councillor Code of Conduct within the period of four months after a general election. On 5 February 2017, at a Special Meeting called solely for this purpose, Council reviewed and approved *Policy No. 078 – Code of Conduct and Values for Elected Members* which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter;
- Attract the highest level of confidence from Council's stakeholders; and
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.
- In addition to setting out the Councillor Conduct Principles, the Code also outlines:
 - Other conduct definitions under the Act, such as those relating to the misuse of position, improper direction, breach of confidentiality and conflict of interest;
 - Roles and relationships; and
 - Dispute resolution procedures.

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.

The Code of Conduct was further reviewed and endorsed by Council on 18 July 2018.

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 relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflicts of interest. During 2019/20, five 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.

Section 74(1) of the Act requires councils to review and determine the level of Mayoral and Councillor allowances within six months after a general election or by the next 30 June, whichever is later. The allowance level determined remains in effect until the time of the next election.

At its November 2016 Ordinary Meeting, Council resolved to fix the councillor allowance at \$19,350 per annum and an amount equivalent to the superannuation guarantee of 9.5 per cent of the relevant allowance; and the mayoral allowance at \$57,812 per annum and an amount equivalent to the superannuation guarantee of 9.5 per cent of the relevant allowance.

Under Section 73B of the Act, Mayoral and Councillor allowance rates are reviewed annually by the Minister for Local Government. In 2019 the Minister determined that allowances be increased by an adjustment factor of 2.0 per cent from 1 December 2019.

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

COUNCILLOR EXPENSES

In accordance with Section 75 of the Act, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor. Council endorsed the reviewed *Policy No. 092 – Councillor Allowances and Support* on 19 February 2020.

The details of the expenses including reimbursement of expenses for each Councillor paid by Council for the 2019/20 year are set out as below:

Schedule of Councillor Expenses - 2019/20

	Cr	Cr	Cr	Cr	Cr	Cr	Cr	Cr	Cr	TOTAL
	Mark	Jodie	Brian	Charles	Lorraine	Steve	Sonia	Jenny	Andrew	
	Arians	Basile	Gibson	Gillingham	Learmonth	Tasker	Wright	Fawcett	Gibbs	
1. Conferences & Training Expenses	\$ 450	-	-	\$ 526	\$ 5,325	-	\$ 450	-	-	\$ 6,751
2. Travel Expenses	-	-	-	\$ 1,896	-	\$ 310	\$ 821	-	\$ 176	\$ 3,203
3. Car Mileage Expenses	-	-	\$ 278	\$ 184	\$ 14,476	-	-	-	-	\$ 14,937
4. IT & Communication Expenses	\$ 153	\$ 300	\$ 300	\$ 300	\$ 352	\$ 300	\$ 153	\$ 135	\$ 117	\$ 2,109
TOTAL Expenses	\$ 603	\$ 300	\$ 578	\$ 2,906	\$ 20,152	\$ 610	\$ 1,424	\$ 135	\$ 293	\$ 27,000

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 COMMITTEE

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

Council's five member Audit Committee consists of three independent members- Deanne Van der Drift, John Campbell and Bradley Tarr- and two Councillor representatives, being Cr Brian Gibson (from February 2020), Cr Charlie Gillingham and Cr Sonia Wright (until February 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 Committee meets at least quarterly, with four meetings held during 2019/20. The Victorian Auditor-General's Office (VAGO) audit service provider and Council's appointed Internal Auditors, along with the Chief Executive Officer, Director Corporate Services, Manager Finance and Manager Governance are invited to attend all Audit Committee meetings. Other management representatives attend as required to present reports.

Recommendations and outcomes from each Audit 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 Committee that appropriate processes and controls are in place across Council.

Under direction of the Audit 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) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework; the Council Plan; the impact of any changes on operations, systems or the business environment; prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit Committee annually.

The Internal Auditors attend each Audit Committee meeting 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 Committee during 2019/20:

- Occupational Health and Safety
- Economic Development
- Revenue – Rates, Non-Rates and Invoicing (excluding Grants)
- Past Issues – Follow Up Reviews

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General's Office (VAGO). For the 2019/20 year, the annual external audit of Council's Financial Statements and Performance Statement 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 2019/20, Council's Audit Committee received three Risk Management Reports, in accordance with Council's Risk Management framework (Council Opportunity and Risk Evaluator – CORE).

CORE assessments were undertaken on a range of decisions including building access, a property lease proposal and Council's response to and recovery from COVID-19.

Council's Business Continuity Plan was activated on two occasions during 2019/20 and 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	22/06/2016		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	22/06/2016		
GC3	Strategic Resource Plan (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Plan adopted in accordance with Section 126 of the Act	YES	24/06/2020		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC4	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	24/06/2020		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation	YES		Buildings AMP- 20/08/2008 Roads AMP- 18/02/2015 Bridges AMP- 18/03/2016 Footpaths AMP- 16/07/2014 Drainage AMP- 18/05/2011 Recreation AMP- 18/05/2011 Levee Banks AMP- 18/03/2015	http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation	YES	19/03/2014		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	15/03/2017		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC9	Municipal emergency management plan (plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986	YES	19/05/2020		http://www.gannawarra.vic.gov.au/Council/Documents-and-Publications
GC10	Procurement policy (policy under Section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the Local Government Act	YES	18/12/2019		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	10/10/2018		
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)	Current plan in operation	YES	4/09/2016		
GC13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	YES	25/03/2020		

	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 Committee (advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with Section 139 of the Act	YES	8/09/1999		
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	YES	27/11/2014		
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	10/02/2020		
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		18/09/2019 20/11/2019 19/02/2020 20/05/2019	

	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		25/03/2020 24/06/2020	
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)	Reports prepared and presented	YES			The mid-year report was prepared however due to the timing of the COVID-19 pandemic was 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	16/10/2019		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	18/07/2018		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	18/03/2020		
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	19/10/2018		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

In accordance with Section 222 of the *Local Government Act 1989* (the Act), prior to that section's repeal in May 2020, 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, Ordinary and Special Meetings held in the previous 12 months which were kept under Section 93 of the Act, other than those agendas and minutes relating to part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- The minutes of meetings of Special Committees established under Section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date on which the last review took place under Sections 86(6) and 98(6), respectively, of the Act.
- 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 maintained under Section 224(1A) of the Act 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.

Note that following the repeal of Section 222, prescribed documents continued to be available for public inspection and a Public Transparency Policy was drafted in accordance with Section 57 of the *Local Government Act 2020* to give effect to the public transparency principles set out in that Act.

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 2019/20, Council did not enter into any contracts valued at \$150,000 (including GST) or more for services or good, 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 2019/20, Council began enacting on 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 the 2019/20 period 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 2019/20.

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.

No valid Freedom of Information requests were received during 2019/20.

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 publicly available on Council's website in the policy document section, Policy No. 107.

During 2019/20 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

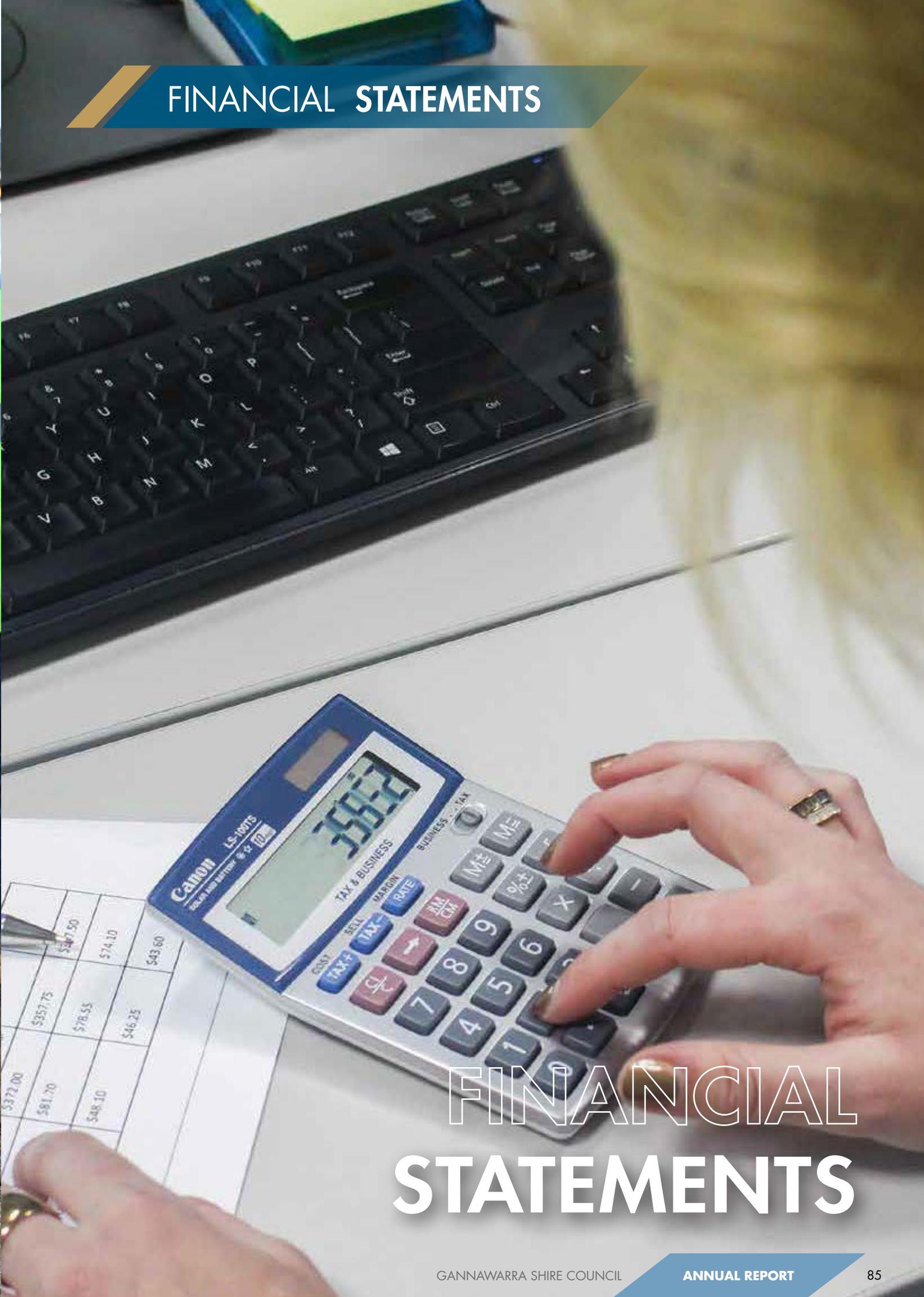
In accordance with Section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its Annual Report. No Ministerial Directions were received by Council during 2019/20.

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 2019/20.



FINANCIAL STATEMENTS



\$372.00	\$957.75	\$407.50	\$74.10	\$43.60
\$81.70	\$78.55	\$46.25		
\$48.10				

FINANCIAL STATEMENTS

Annual Financial Report
for the year ended 30 June 2020

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Overview

- (i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Gannawarra Shire Council.
 - (ii) All figures presented in these financial statements are presented in Australian Currency.
 - (ii) These financial statements were authorised for issue by the Council on dd/mm/yy. Council has the power to amend and reissue these financial statements.
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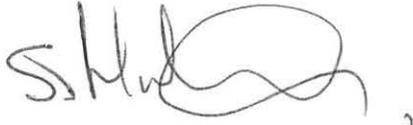
Annual Financial Report

for the year ended 30 June 2020

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.

Sid Hutchinson, Dip Acc
Principal Accounting Officer



Date : 21 October 2020
Kerang

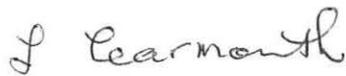
In our opinion the accompanying financial statements present fairly the financial transactions of Gannawarra Shire Council for the year ended 30 June 2020 and the financial position of the Council as at that date.

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

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

Councillor Lorraine Learmonth
Councillor

Date : 21 October 2020
Kerang



Councillor Charlie Gillingham
Councillor

Date : 21 October 2020
Kerang



Tom O'Reilly
Chief Executive Officer

Date : 21 October 2020
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 2020 • 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 statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 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
29 October 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Notes to the Financial Report

for the year ended 30 June 2020

Understanding Council's Financial Report

Introduction

Each year, individual local governments across Victoria are required to present a set of audited financial statements to their Council and community.

What you will find in the Report

The financial report sets out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. Comprehensive Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

2. Balance Sheet

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the Victorian Auditor General's Office.

The auditor provides an audit reports which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

Comprehensive Income Statement

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Income			
Rates and charges	3.1	13,186	12,751
Statutory fees and fines	3.2	371	368
User fees	3.3	1,490	1,560
Grants - operating	3.4	8,776	8,844
Grants - capital	3.4	5,233	2,944
Contributions - monetary	3.5	150	216
Contributions - non monetary	3.5	-	8
Net gain on disposal of property, infrastructure, plant and equipment	3.6	79	265
Other income	3.7	3,587	2,808
Total income		32,872	29,764
Expenses			
Employee costs	4.1	14,066	12,152
Materials and services	4.2	9,160	8,466
Depreciation	4.3	6,092	5,874
Bad and doubtful debts	4.4	32	16
Borrowing costs	4.5	33	40
Other expenses	4.6	316	299
Total expenses		29,699	26,847
Surplus for the year		3,173	2,917
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	433	(141)
Total items which will not be reclassified subsequently to the operating result		433	(141)
Total other comprehensive income for the year		433	(141)
Total comprehensive result		3,606	2,776

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

Balance Sheet

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current assets			
Cash and cash equivalents	5.1 (a)	5,621	7,633
Trade and other receivables	5.1 (c)	3,791	3,286
Other financial assets	5.1 (b)	4,471	4,188
Inventories	5.2 (a)	726	1,128
Other assets	5.2 (b)	925	227
Total current assets		15,534	16,462
Non-current assets			
Property, infrastructure, plant and equipment	6.2	202,821	198,317
Investment property	6.3	1,152	1,152
Total non-current assets		203,973	199,469
TOTAL ASSETS		219,507	215,931
LIABILITIES			
Current liabilities			
Trade and other payables	5.3 (a)	1,217	2,618
Trust funds and deposits	5.3 (b)	717	486
Unearned income	5.3 (c)	954	-
Provisions	5.5	3,085	2,842
Interest-bearing liabilities	5.4	116	108
Total current liabilities		6,089	6,054
Non-current liabilities			
Provisions	5.5	1,103	1,052
Interest-bearing liabilities	5.4	340	456
Total non-current liabilities		1,443	1,508
TOTAL LIABILITIES		7,532	7,562
Net assets		211,975	208,369
EQUITY			
Accumulated Surplus		91,273	88,100
Reserves	9.1	120,702	120,269
Total equity		211,975	208,369

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

Statement of Changes in Equity

for the year ended 30 June 2020

\$ '000	Notes	Total	Accumulated Surplus	Revaluation Reserve
2020				
Balance at beginning of the financial year		208,369	88,100	120,269
Surplus for the year		3,173	3,173	-
Other comprehensive income				
- Net asset revaluation increment	6.2	433	-	433
Other comprehensive income		433	-	433
Total comprehensive income		3,606	3,173	433
Balance at end of the financial year		211,975	91,273	120,702
2019				
Balance at beginning of the financial year		205,578	85,168	120,410
Correction of prior period errors		15	15	-
Adjusted Opening balance		205,593	85,183	120,410
Surplus for the year		2,917	2,917	-
Other comprehensive income				
- Net asset revaluation increment/(decrement)	9.2	(141)	-	(141)
Other comprehensive Income		(141)	-	(141)
Total comprehensive income		2,776	2,917	(141)
Balance at end of the financial year		208,369	88,100	120,269

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

Statement of Cash Flows

for the year ended 30 June 2020

\$ '000	Notes	2020 Inflows/ (Outflows)	2019 Inflows/ (Outflows)
Cash flows from operating activities			
Rates and charges		12,604	12,137
Statutory fees and fines		371	368
User fees		1,490	1,560
Grants - operating		9,043	8,844
Grants - capital		5,920	2,944
Contributions - monetary		150	216
Interest received		108	208
Trust funds and deposits taken		231	77
Other receipts		3,239	1,606
Net GST refund		285	229
Employee costs		(13,913)	(10,633)
Materials and services		(10,159)	(7,863)
Other payments		(873)	(1,738)
Net cash provided by/(used in) operating activities	9.2	8,496	7,955
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(10,327)	(8,478)
Proceeds from sale of property, infrastructure, plant and equipment		243	622
Payments for investments		(283)	(2,586)
Net cash provided by/(used in) investing activities		(10,367)	(10,442)
Cash flows from financing activities			
Finance costs		(33)	(40)
Repayment of borrowings		(108)	(101)
Net cash provided by/(used in) financing activities		(141)	(141)
Net increase (decrease) in cash and cash equivalents		(2,012)	(2,628)
Cash and cash equivalents at the beginning of the financial year		7,633	10,261
Cash and cash equivalents at the end of the financial year		5,621	7,633
Financing arrangements	5.6	556	664
Restrictions on cash assets	5.1	717	486

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

Statement of Capital Works

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Property			
Land		4	-
Land improvements		28	8
Total land		32	8
Buildings		-	784
Building improvements		263	78
Work in progress		10	13
Total buildings		273	875
Total property		305	883
Plant and equipment			
Plant, machinery and equipment		1,094	1,160
Computers and telecommunications		311	143
Library books		79	90
Total plant and equipment		1,484	1,393
Infrastructure			
Roads		3,073	2,937
Bridges		1,136	632
Footpaths and cycleways		144	181
Drainage		570	83
Recreational, leisure and community facilities		1,894	728
Kerb and channel		153	114
Waste management		226	590
Other infrastructure		575	107
Work in progress		761	925
Total infrastructure		8,532	6,297
Total capital works expenditure		10,321	8,573
Represented by:			
New asset expenditure		2,448	1,903
Asset renewal expenditure		6,477	5,822
Asset expansion expenditure		1,040	848
Asset upgrade expenditure		356	-
Total capital works expenditure		10,321	8,573

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

Notes to the Financial Report

for the year ended 30 June 2020

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.

The Council's main office is located at 47 Victoria Street, Kerang.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with 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:

- (i) the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- (ii) the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.).
- (iii) the determination of employee provisions (refer to Note 5.5.).
- (iv) the determination of landfill provisions (refer to Note 5.5.).
- (v) 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 3)
- (vi) the determination, in accordance with *AASB 16 Leases*, whether an arrangement is in substance short-term or low value (refer to Note 10)
- (vii) 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 (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report

for the year ended 30 June 2020

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Notes to the Financial Report

for the year ended 30 June 2020

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 10 percent and \$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.

\$ '000	Budget 2020	Actual 2020	Variance 2020	Variance 2020 %	Ref
1.1. Income and expenditure					
Income					
Rates and charges	13,090	13,186	96	0.73%	
Statutory fees and fines	252	371	119	47.22%	1
User fees	2,404	1,490	(914)	-38.02%	2
Grants - operating	9,872	8,776	(1,096)	-11.10%	3
Grants - capital	2,854	5,233	2,379	83.36%	3
Contributions - monetary	94	150	56	59.57%	4
Contributions - non monetary	5	-	(5)	-100.00%	
Net gain on disposal of property, infrastructure, plant and equipment	131	79	(52)	-39.69%	5
Other income	2,969	3,587	618	20.82%	6
Total income	31,671	32,872	1,201	3.79%	
Expenses					
Employee costs	12,582	14,066	1,484	11.79%	7
Materials and services	9,173	9,160	(13)	-0.14%	
Depreciation	5,874	6,092	218	3.71%	
Bad and doubtful debts	-	32	32	0.00%	
Borrowing costs	33	33	-	0.00%	
Other expenses	302	316	14	4.64%	
Total expenses	27,964	29,699	1,735	6.20%	
Surplus/(deficit) for the year	3,707	3,173	(534)	-14.41%	

Notes to the Financial Report

for the year ended 30 June 2020

Note 1. Performance against budget

1.1. Income and expenditure (continued)

Explanation of material variations

Item	Explanation
------	-------------

1. Statutory fees and charges - Expected decrease in the level of planning and building fees did not occur and levels remained consistent with previous years.
2. User fees - Reduction in child care fees due to COVID-19 (\$119k), Family day care fees previously shown as reimbursements (\$155k), Internal charge for cleaning moved to offset materials and services (\$312k), reduced level of chargeable works undertaken (\$369k) this is also reflected in a decrease in the cost of chargeable works and a decrease in materials received at the landfill site (\$145k)
3. Grants operating – Various grants received in the community care area, in particular in respect to the National Disability Insurance Scheme are received in the form of reimbursements.

Grants capital - Additional R2R funding received including an additional drought component over 2 years (\$923k) Capital component of the community resilience support program stage 1 (\$334k) additional funding received as part of the community resilience support program stages 1 and 2 of \$686k is shown as unearned capital grants in Note 5.3 as these funds were not expended for the purpose they had been received prior to 30 June 2020.

4. Contributions monetary - Contributions from other Councils in respect to the transfer of LSL entitlements for new employees with Gannawarra Shire Council
5. Net gain on disposal of property, infrastructure, plant and equipment - Heavy plant replaced late in the financial year has not been put up for auction at this stage.
6. Other income - There has been an increase of \$860k in reimbursements from the National Disability Insurance Support (NDIS) scheme over what was budgeted. The scheme has had a far greater impact on the delivery of care services than anticipated. Reimbursements in child care service delivery has decreased due to the effects of COVID-19.
7. Employee costs - The NDIS scheme has added additional labour costs of \$489k due to the increased demand in the scheme, an increase in the amount of the provision for annual leave and long service leave has increased the required provision by approximately \$300k with a greater than expected amount of long service leave paid out during the year of \$145k. Increase in children services due to enrolments \$104k

Notes to the Financial Report
for the year ended 30 June 2020

Note 1. Performance against budget (continued)

\$ '000	Budget 2020	Actual 2020	Variance 2020	Variance %	Ref
1.2. Capital works					
Property					
Land	-	4	4	0.00%	1
Land improvements	-	28	28	0.00%	2
Total land	-	32	32	0.00%	
Building improvements	235	263	28	11.91%	3
Work in progress	-	10	10	0.00%	
Total buildings	235	273	38	16.17%	
Total property	235	305	70	29.79%	
Plant and equipment					
Plant, machinery and equipment	1,195	1,094	(101)	-8.45%	
Computers and telecommunications	315	311	(4)	-1.27%	
Library books	90	79	(11)	-12.22%	4
Total plant and equipment	1,600	1,484	(116)	-7.25%	
Infrastructure					
Roads	2,774	3,073	299	10.78%	5
Bridges	1,225	1,136	(89)	-7.27%	
Footpaths and cycleways	185	144	(41)	-22.16%	6
Drainage	980	570	(410)	-41.84%	7
Recreational, leisure and community facilities	3,368	1,894	(1,474)	-43.76%	8
Kerb and channel	150	153	3	2.00%	
Waste management	90	226	136	151.11%	9
Other infrastructure	270	575	305	112.96%	10
Work in progress	-	761	761	0.00%	
Total infrastructure	9,042	8,532	(510)	-5.64%	
Total capital works expenditure	10,877	10,321	(556)	-5.11%	
Represented by:					
New asset expenditure	3,105	2,448	(657)	-21.16%	
Asset renewal expenditure	6,482	6,477	(5)	-0.08%	
Asset expansion expenditure	954	1,040	86	9.01%	
Asset upgrade expenditure	336	356	20	5.95%	
Total capital works expenditure	10,877	10,321	(556)	-5.11%	

Notes to the Financial Report

for the year ended 30 June 2020

Note 1. Performance against budget (continued)

1.2. Capital works (continued)

Explanation of material variations

Item	Explanation
------	-------------

1. Land - Following the demolition of the Koondrook Public Hall the land became available for Council to purchase. This parcel of land will be developed into parkland.
2. Land improvements - As part of the drought resilience funding the fire services serving the Kerang Museum and tennis courts have been upgraded to meet with current standards (\$28k).
3. Building improvements - Emergency works were undertaken on the roof of the Kerang Memorial Hall super room (\$40k) and kitchen upgrades were undertaken at the Koondrook Senior Citizens rooms (\$9k) and the Lake Charm Hall (\$13k) as part of drought resilience funding.
4. Library books - Closure of Council's libraries due to COVID-19 restrictions has led to a reduction in the number of books purchased.
5. Roads - Additional spend on the road network due to an increase in Roads to Recovery funding (\$310k).
6. Footpaths and cycleways - The Gannawarra Arts Trail project has been deferred to the 2020/2021 financial year (\$50k)
7. Drainage - Finalisation of the acquisition of the Kerang Southern levee has not been completed \$80k has been deferred to the 2020/21 financial year, some works in relation to the Quambatook levee continuation have been treated as works in progress (\$217k) and some works have been carried over into 2020/2021 (\$32k).
8. Recreation, leisure and community facilities - The Sustainable Recreational Water project for Quambatook (\$610k), Cohuna skate park (\$60k) has been deferred to the 2020/2021 financial year, the Loddon River fishing jetties project (\$110) and respark the park in Quambatook (\$115k) were cancelled due to a lack of funding. Program management of the Drought Resilience program led to less being expended in relation to strategic project development and planning \$110k.
9. Waste management - Additional works under the direction of the EPA were undertaken in the construction of Cell No. 3 at Denyers landfill (\$132k).
10. Other infrastructure - Additional projects undertaken during the year as a part of the Community Drought Resilience funding including provision of a dump point at the RV site in Koondrook (\$25k), Kerang Back Swamp infrastructure works (\$50k), exercise stations at Lake Charm (\$46k) and Cohuna Recreation Reserve scoreboard and gateway (\$104k).

Notes to the Financial Report

for the year ended 30 June 2020

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 2020

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

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(a).				
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	2020	2020	2020	2020	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 health organisation	4,474	6,483	(2,009)	4,018	22,203
Strong healthy communities	8,537	10,132	(1,595)	4,664	20,520
Rates and charges	13,186	–	13,186	–	–
Total functions and activities	32,872	29,699	3,173	14,009	219,507

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(a).				
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	2019	2019	2019	2019	2019
Connectivity	123	606	(483)	79	2,591
Economic diversity, growth and prosperity	660	1,532	(872)	1	4,531
Sustainable natural and built environment	5,547	9,864	(4,317)	4,658	166,024
Good governance and a health organisation	4,928	6,110	(1,182)	4,254	22,086
Strong healthy communities	5,755	8,735	(2,980)	2,795	20,699
Rates and charges	12,751	–	12,751	–	–
Total functions and activities	29,764	26,847	2,917	11,788	215,931

Notes to the Financial Report

for the year ended 30 June 2020

Note 3. Funding for the delivery of our services

\$ '000	2020	2019
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3.1. Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its value at which the unencumbered land might be expected to realise in an open market at the time of the valuation.

The valuation base used to calculate general rates for 2019/20 was \$1,792 million (2018/19: \$1,671 million).

	2019-2020 cents in the dollar dollar	2018-2019 cents in the dollar dollar		
General Rates	0.6330	0.6468		
Commercial/Industrial	0.6506	0.6644		
Farm Irrigation District	0.5455	0.5750		
Farm Dryland	0.4342	0.4650		
Cultural and Recreation	0.3165	0.3234		
General rates			10,377	10,048
Municipal charge			635	633
Waste management charge			1,912	1,850
Interest on rates and charges			175	90
Revenue in lieu of rates			87	130
Total rates and charges			13,186	12,751

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020.

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	104	129
Health and preventative services	-	1
Town planning and building control	265	237
Other	2	1
Total statutory fees and fines	371	368

Statutory 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 2020

Note 3. Funding for the delivery of our services (continued)

\$ '000	Notes	2020	2019
3.3. User fees			
Aged and health services		275	273
Child care/children's programs		468	539
External works		322	221
Hall hire		13	15
Health and preventative services		70	67
Library, arts and culture		9	20
Office services		36	22
Recreation		100	132
Tourism		5	10
Waste and environment		154	219
Other fees and charges		38	42
Total user fees		1,490	1,560
User fees by timing of revenue recognition			
User fees recognised at a point in time		1,490	1,560
Total user fees		1,490	1,560

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 2020

Note 3. Funding for the delivery of our services (continued)

\$ '000	Notes	2020	2019
3.4. Funding from other levels of government			
Grants were received in respect of the following:			
Summary of grants			
Commonwealth funded grants		9,676	8,064
State funded grants		4,333	3,724
Total grants received		14,009	11,788
(a) Operating Grants			
<i>Recurrent - Commonwealth Government</i>			
Financial Assistance Grants - unallocated		3,606	3,780
Financial Assistance Grants - local roads		2,107	2,049
Children and families		282	243
Senior citizens		821	799
<i>Recurrent - State Government</i>			
Libraries		136	134
Children and families		1,059	1,051
Heritage and culture		16	27
Preventative services		27	98
Community services		103	124
Regional infrastructure		87	85
Senior citizens		463	386
School crossings		25	30
Other		44	38
Total recurrent operating grants		8,776	8,844
Total operating grants		8,776	8,844

Notes to the Financial Report

for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

\$ '000	Notes	2020	2019
3.4. Funding from other levels of government (continued)			
(b) Capital Grants			
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery		1,977	848
<i>Recurrent - State Government</i>			
Library		6	6
Total recurrent capital grants		1,983	854
<i>Non-recurrent - Commonwealth Government</i>			
Roads		-	145
Bridges		549	200
Community Resilience Support Program		334	-
<i>Non-recurrent - State Government</i>			
Buildings		10	394
Recreation		1,469	6
Office Equipment		-	50
Roads		154	687
Bridges		245	342
Drainage		80	183
Waste Management		-	69
Plant and Equipment		23	-
Parks and Streetscapes		8	-
Other		378	14
Total non-recurrent capital grants		3,250	2,090
Total capital grants		5,233	2,944
(c) Unspent grants received on condition that they be spent in a specific manner:			
<i>Operating</i>			
Balance at start of year		371	598
Received during the financial year and remained unspent at balance date		339	371
Received in prior years and spent during the financial year		(299)	(598)
Balance at year end		411	371
<i>Capital</i>			
Balance at start of year		-	-
Received during the financial year and remained unspent at balance date		687	-
Received in prior years and spent during the financial year		-	-
Balance at year end		687	-

Notes to the Financial Report

for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

\$ '000	Notes	2020	2019
3.4. Funding from other levels of government (continued)			
<p>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.</p>			
3.5. Contributions			
Monetary contributions			
Monetary		148	213
Donations		2	3
Total monetary contributions		150	216
Non-monetary contributions			
Non-monetary		-	8
Total non-monetary contributions		-	8
Total contributions		150	224
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>			
Office equipment		-	8
Total non-monetary contributions		-	8

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

Notes to the Financial Report

for the year ended 30 June 2020

Note 3. Funding for the delivery of our services (continued)

\$ '000	Notes	2020	2019
3.6. Net gain on disposal of property, infrastructure, plant and equipment			
Land and buildings			
Proceeds of sale		89	248
Written down value of assets disposed		(35)	(164)
Total net gain on disposal of Land and buildings		54	84
Plant and equipment			
Proceeds of sale		146	374
Written down value of assets disposed		(121)	(193)
Total net gain on disposal of Plant and equipment		25	181
Total net gain on disposal of property, infrastructure, plant and equipment		79	265

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	108	208
Investment property rental	257	299
Reimbursements - welfare and children services	2,861	1,900
Reimbursements - garbage collection and recycling	191	258
Reimbursements - other	135	137
Other	35	6
Total other income	3,587	2,808

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 2020

Note 4. The cost of delivering services

\$ '000	Notes	2020	2019
4.1. (a). Employee costs			
Wages and salaries		10,064	8,768
WorkCover		231	188
Superannuation		1,108	1,004
Fringe benefits tax		106	95
Annual leave and long service leave		1,404	1,004
Other leave		968	990
Salaries capitalised		(99)	(117)
Other		284	220
Total employee costs		14,066	12,152
4.1. (b). Superannuation			
Council made contributions to the following funds:			
Defined benefit fund			
Employer contributions to Local Authorities Superannuation Fund (Vision Super)		57	54
		57	54
Employer contributions payable at reporting date.		-	-
Accumulation funds			
Employer contributions to Local Authorities Superannuation Fund (Vision Super)		717	612
Employer contributions - other funds		334	338
		1,051	950
Employer contributions payable at reporting date.		-	49
Total superannuation costs		1,108	1,004

Refer to Note 9.3. for further information relating to Council's superannuation obligations.

Notes to the Financial Report

for the year ended 30 June 2020

Note 4. The cost of delivering services (continued)

\$ '000	Notes	2020	2019
4.2. Materials and services			
Operational materials		1,807	2,041
Operational services		4,328	3,497
Contract payments		218	486
Building maintenance		128	100
General maintenance		61	18
Utilities		396	448
Office administration		209	317
Information technology		478	330
Insurance		377	338
Consultants		271	230
Contributions		664	436
Bank charges		35	32
Other		188	193
Total materials and services		9,160	8,466
4.3. Depreciation			
Property			
Land improvements		97	97
Buildings - non specialised		507	455
Building improvements		24	43
Total depreciation - property		628	595
Plant and equipment			
Plant machinery and equipment		914	875
Fixtures fittings and furniture		1	2
Computers and telecomms		226	231
Library books		66	60
Total depreciation - plant and equipment		1,207	1,168
Infrastructure			
Roads		2,716	2,631
Bridges		240	234
Footpaths and cycleways		140	134
Drainage		240	242
Waste management		48	36
Recreation, parks and open spaces		313	367
Aerodromes		78	76
Kerb and channel		222	220
Other infrastructure		260	171
Total depreciation - infrastructure		4,257	4,111
Total depreciation		6,092	5,874

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Report

for the year ended 30 June 2020

Note 4. The cost of delivering services (continued)

\$ '000	Notes	2020	2019
4.4. Bad and doubtful debts			
Rates debtors		12	7
Fire hazard		-	6
Local Laws		4	-
Other		16	3
Total bad and doubtful debts		32	16
Movement in provisions for doubtful debts			
Balance at the beginning of the year		243	230
New provisions recognised during the year		28	13
Balance at end of year		271	243
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.			
4.5. Borrowing costs			
Interest - Borrowings		33	40
Total borrowing costs		33	40
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		53	53
Auditors' remuneration - Internal		37	35
Councillors' allowances		202	201
Valuations		24	10
Total other expenses		316	299

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position

\$ '000	Notes	2020	2019
5.1. Financial assets			
(a) Cash and cash equivalents			
Cash on hand		2	2
Cash at bank		319	761
Term deposits		5,300	6,870
Total current cash and cash equivalents		5,621	7,633
(b) Other financial assets			
Term deposits		4,471	4,188
Total current other financial assets		4,471	4,188
External restrictions			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3	717	486
Total restricted funds		717	486
Total unrestricted cash and cash equivalents		4,904	7,147
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		837	2,535
Grant monies received but not yet expended		1,098	371
Total funds subject to intended allocations		1,935	2,906

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

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 2020

Note 5. Our financial position (continued)

\$ '000	Notes	2020	2019
5.1. Financial assets (continued)			
(c) Trade and other receivables			
<i>Statutory receivables</i>			
Rates debtors		2,376	1,794
Infringement debtors		47	47
Net GST receivable		285	229
Fire Services Debtor Levy		308	298
<i>Non-statutory receivables</i>			
Other debtors		1,046	1,161
Provisions for doubtful debts			
Provision for doubtful debts - rates		(173)	(161)
Provision for doubtful debts - infringements		(28)	(28)
Provision for doubtful debts - other debtors		(70)	(54)
Total trade and other receivables		3,791	3,286

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.

Rate debtors have increased from the prior year due to a temporary payment arrangement program implemented on 15 April 2020, aimed at supporting ratepayers financially impacted by the COVID-19 pandemic. The program for payment arrangements or payment deferral, and hold on debt recovery proceedings and interest charges until 17 March 2021. Rates remain recoverable as they are first charge secured over the related property, in accordance with the *Local Government Act*.

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)	460	968
Past due between 31 and 60 days	282	152
Past due between 61 and 90 days	84	-
Past due by more than 90 days	-	-
Total trade and other receivables	8266	1,120

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Notes	2020	2019
5.1. Financial assets (continued)			
(e) Ageing of individually impaired Receivables			
<p>At balance date, other debtors representing financial assets with a nominal value of \$220k (2019: \$41k) were impaired. The amount of the provision raised against these debtors was \$70k (2019: \$54k). 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.</p> <p>The ageing of receivables that have been individually determined as impaired at reporting date was:</p>			
Past due by more than 1 year		220	41
Total trade and other receivables		220	41
5.2. Non-financial assets			
(a) Inventories			
Inventories held for distribution		726	1,128
Total current inventories		726	1,128
<p>Inventories held for distribution represent gravel stockpiles and are measured at chargeout rates based on gravel extraction, processing and cartage rates.</p>			
(b) Other assets			
Prepayments		216	194
Accrued income		709	33
Total current other assets		925	227

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Notes	2020	2019
5.3. Payables			
(a) Trade and other payables			
Trade payables		1,029	2,141
Accrued expenses		188	477
Total current trade and other payables		1,217	2,618
(b) Trust funds and deposits			
Refundable deposits		52	34
Fire services levy		504	298
Retention amounts		131	137
Other refundable deposits		30	17
Total current trust funds and deposits		717	486
<p>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.</p>			
<i>Purpose and nature of items</i>			
<p>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.</p>			
<p>Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.</p>			
(c) Unearned income			
Grants received in advance - operating		267	-
Grants received in advance - capital		687	-
Total grants received		954	-

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Notes	2020	2019
5.4. Interest-bearing liabilities			
Current			
Borrowings - secured		116	108
		116	108
Non-current			
Borrowings - secured		340	456
		340	456
Total		456	564

Borrowings are secured by rates.

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

Not later than one year	116	108
Later than one year and not later than five years	340	403
Later than five years	-	53
	456	564

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.

Notes to the Financial Report
for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Employee Provisions	Landfill restoration	Other	Total
5.5. Provisions				
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
2019				
Balance at beginning of the financial year	2,873	900	1	3,774
Additional provisions	963	-	2	965
Amounts used	(845)	-	-	(845)
Balance at the end of the financial year	2,991	900	3	3,894

\$ '000	Notes	2020	2019
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave		843	781
Long service leave		498	458
		1,341	1,239
Current provisions expected to be wholly settled after 12 months			
Annual leave		251	226
Long service leave		1,493	1,374
		1,744	1,600
Total current employee provisions		3,085	2,839
Non-current			
Long service leave		203	152
Total non-current employee provisions		203	152
Aggregate carrying amount of employee provisions:			
Current		3,085	2,839
Non-current		203	152
Total aggregate carrying amount of employee provisions		3,288	2,991

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Notes	2020	2019
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5.5. Provisions (continued)

(a) Employee provisions (continued)

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:	2020	2019
- discount rate	0.87%	1.46%
- inflation rate	4.25%	1.40%

\$ '000	Notes	2020	2019
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(b) Landfill restoration

Non-current	900	900
	900	900

Council is obligated to restore Denyers 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:	2020	2019
- discount rate	0.87%	1.38%
- inflation rate	1.90%	1.40%

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Notes	2020	2019
5.5. Provisions (continued)			
(c) Other provisions			
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 2020.			
Credit card facilities		100	100
Loans		456	564
Total facilities		<u>556</u>	<u>664</u>
Used facilities		467	575
Used facilities		<u>467</u>	<u>575</u>
Unused facilities		<u>89</u>	<u>89</u>

Notes to the Financial Report

for the year ended 30 June 2020

Note 5. Our financial position (continued)

\$ '000	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
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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.

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

2019

Operating

Recycling	232	235	27	-	494
Garbage collection	293	297	34	-	624
Street bins	18	18	2	-	38
Interest on loans	35	27	44	-	106
Total	578	577	107	-	1,262

Capital

Recreation and community	937	-	-	-	937
Total	937	-	-	-	937

Note 6. Assets we manage

6.1. Non current assets classified as held for sale

Nil

Notes to the Financial Report
 for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.2. Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	At Fair Value 30 June 2019	Additions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2020
\$ '000							
Property	26,285	295	-	(628)	(35)	-	25,916
Plant and equipment	5,856	1,484	-	(1,207)	(121)	-	6,012
Infrastructure	164,985	7,771	433	(4,257)	-	1,039	169,970
Work in progress	1,191	771	-	-	-	(1,039)	923
Total	198,317	10,321	433	(6,092)	(156)	-	202,821

Summary of Work in Progress	Opening WIP	Additions	Transfers	Closing WIP
\$ '000				
Property	15	10	-	25
Infrastructure	1,176	761	(1,039)	898
Total	1,191	771	(1,039)	923

Notes to the Financial Report for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.2. Property, infrastructure, plant and equipment (continued)

Property \$ '000	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
At fair value 1 July 2019	2,868	1,516	4,889	16	3,800	13,089	27,311	613	27,924	15	41,028
Accumulated depreciation at 1 July 2019	-	-	(971)	-	-	(971)	(13,562)	(195)	(13,757)	-	(14,728)
Carrying value - 1 July 2019	2,868	1,516	3,918	16	3,800	12,118	13,749	418	14,167	15	26,300
Movements in fair value											
Additions	4	-	28	-	-	32	-	263	263	10	305
Disposal	(35)	-	-	-	-	(35)	-	-	-	-	(35)
Total movements in fair value	(31)	-	28	-	-	(3)	-	263	263	10	270
Movements in accumulated depreciation											
Depreciation	-	-	(97)	-	-	(97)	(507)	(24)	(531)	-	(628)
Total movements in accumulated depreciation	-	-	(97)	-	-	(97)	(507)	(24)	(531)	-	(628)
At fair value 30 June 2020	2,837	1,516	4,916	16	3,800	13,085	27,311	876	28,187	25	41,297
Accumulated depreciation at 30 June 2020	-	-	(1,069)	-	-	(1,069)	(14,069)	(219)	(14,288)	-	(15,356)
Carrying value - 30 June 2020	2,837	1,516	3,848	16	3,800	12,017	13,242	657	13,899	25	25,941

Note

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.2. Property, infrastructure, plant and equipment (continued)

Plant and Equipment		Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Library books	Total plant and equipment
\$ '000	Note					
At fair value 1 July 2019		9,436	110	1,985	1,386	12,917
Accumulated depreciation at 1 July 2019		(4,907)	(103)	(1,294)	(757)	(7,061)
Carrying value - 1 July 2019		4,529	7	691	629	5,856
Movements in fair value						
Additions		1,094	-	311	79	1,484
Disposal		(330)	-	(138)	-	(468)
Total movements in fair value		764	-	173	79	1,016
Movements in accumulated depreciation						
Depreciation		(914)	(1)	(226)	(66)	(1,207)
Accumulated depreciation of disposals		228	-	119	-	347
Total movements in accumulated depreciation		(686)	(1)	(107)	(66)	(860)
At fair value 30 June 2020		10,200	110	2,158	1,465	13,933
Accumulated depreciation at 30 June 2020		(5,593)	(104)	(1,401)	(823)	(7,921)
Carrying value - 30 June 2020		4,607	6	757	642	6,012

Notes to the Financial Report for the year ended 30 June 2020

Note 6. Assets we manage (continued)

6.2. Property, infrastructure, plant and equipment (continued)

	Roads	Bridges	Footpaths and cycleyways	Drainage	Waste management	Recreation, parks and open spaces	Aerodromes	Kerb and channel	Other infrastructure	Work In Progress	Total infrastructure
Infrastructure											
\$ '000											
At fair value 1 July 2019	173,528	23,684	10,641	19,227	3,166	20,252	4,490	17,721	14,318	1,176	288,203
Accumulated depreciation at 1 July 2019	(72,825)	(8,083)	(3,289)	(9,112)	(847)	(8,769)	(1,899)	(7,426)	(9,792)	-	(122,042)
Carrying value - 1 July 2019	100,703	15,601	7,352	10,115	2,319	11,483	2,591	10,295	4,526	1,176	166,161
Movements in fair value											
Additions	3,073	1,136	144	570	226	1,894	-	153	575	761	8,532
Revaluation	-	-	-	765	-	-	-	-	-	-	765
Transfers	-	33	-	334	-	40	-	-	632	(1,039)	-
Total movements in fair value	3,073	1,169	144	1,669	226	1,934	-	153	1,207	(278)	9,297
Movements in accumulated depreciation											
Depreciation	(2,716)	(240)	(140)	(240)	(48)	(313)	(78)	(222)	(260)	-	(4,257)
Revaluation	-	-	-	(332)	-	-	-	-	-	-	(332)
Total movements in accumulated depreciation	(2,716)	(240)	(140)	(572)	(48)	(313)	(78)	(222)	(260)	-	(4,589)
At fair value 30 June 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 30 June 2020	(75,542)	(8,323)	(3,430)	(9,884)	(895)	(9,082)	(1,977)	(7,647)	(10,052)	-	(126,632)
Carrying value - 30 June 2020	101,059	16,530	7,355	11,212	2,497	13,104	2,513	10,227	5,473	898	170,868

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

\$ '000

6.2. Property, infrastructure, plant and equipment (continued)

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.

<i>Asset recognition thresholds and depreciation periods</i>	Depreciation Period years	Threshold Limit \$ '000
Land & land improvements		
Land	Not depreciated	2,000
Land improvements	40 to 50	5,000
Buildings		
Buildings	50	5,000
Building and leasehold improvements	50	5,000
Plant and Equipment		
Plant, machinery and equipment	2 - 25	2,000
Fixtures, fittings and furniture	2 - 10	2,000
Computers and telecommunications	2 - 10	2,000
Library books	15 - 20	1,000
Infrastructure		
Roads	15 - 25	10,000
Roads - kerb, channel and minor culverts	80	5,000
Bridges	100	5,000
Footpaths and cycleways	20 - 40	5,000
Drainage	80	10,000
Aerodromes	40 - 90	5,000
Recreational, leisure and community facilities	40 - 90	5,000
Waste management	40 - 90	5,000
Parks, open space and streetscapes	40 - 90	5,000

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

\$ '000

6.2. Property, infrastructure, plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

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.

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

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

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 and have not identified any indicators of a material movement as a result. However, given the lack of recent transactions the full impact of COVID-19 on land and buildings values cannot be reliably estimated at balance date.

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 2020

Note 6. Assets we manage (continued)

\$ '000

6.2. Property, infrastructure, plant and equipment (continued)

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level 2	Level 3	Date of valuation
Land	-	1,516	2,837	30/06/19
Land improvements	-	16	3,848	30/06/19
Land under roads	-	-	3,800	30/01/18
Building improvements	-	-	13,242	30/06/19
Other	-	-	657	30/06/19
Total	-	1,532	24,384	

Valuation of infrastructure

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

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level 2	Level 3	Date of valuation
Roads	-	-	101,059	30/06/18
Bridges	-	-	16,530	30/06/18
Footpaths and cycleways	-	-	7,355	30/06/16
Drainage	-	-	11,212	30/06/20
Waste management	-	-	2,497	30/06/19
Parks, open space and streetscapes	-	-	13,104	30/06/19
Aerodromes	-	-	2,513	30/06/19
Kerb and channel	-	-	10,227	30/06/16
Other infrastructure	-	-	5,473	30/06/19
Total	-	-	169,970	

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

\$ '000

6.2. Property, infrastructure, plant and equipment (continued)

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 \$10 and \$413 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 is 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 asses 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.

Reconciliation of specialised land	2020	2019
Land	2,837	2,868
Land improvements	3,848	3,918
Land under roads	3,800	3,800
Total specialised land	10,485	10,586

Notes to the Financial Report

for the year ended 30 June 2020

Note 6. Assets we manage (continued)

\$ '000	Notes	2020	2019
6.3. Investment property			
Balance at beginning of financial year		1,152	1,152
Balance at end of financial year		1,152	1,152

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 by LG Valuations Pty Ltd who has recent 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 July 2017.

Council have assessed the impacts of COVID-19 and have not identified any indicators of a material movement as a result. However, given the lack of recent transactions the full impact of COVID-19 on investment property values cannot be reliably estimated at balance date.

Note 7. People and relationships

7.1. Council and key management remuneration

(a) Related Parties

Parent entity

Council is the parent entity.

Subsidiaries and Associates

Mystic Park Cemetery Trust has not been consolidated into the accounts of the parent entity as the level of transactions are immaterial.

Notes to the Financial Report

for the year ended 30 June 2020

Note 7. People and relationships (continued)

\$ '000	2020	2019
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7.1. Council and key management remuneration (continued)

(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		No.	No.
	Councillor Lorraine Learmonth (Mayor 2018/2020)		
	Councillor Mark Arians (Resigned February 2020)		
	Councillor Charlie Gillingham		
	Councillor Sonia Wright (Resigned February 2020)		
	Councillor Steven Tasker		
	Councillor Jodie Basile		
	Councillor Brian Gibson		
	Councillor Andrew Gibbs (Elected March 2020)		
	Councillor Jenny Fawcett (Elected February 2020)		
	Chief Executive Officer		
	Director - Corporate Services		
	Director - Community Wellbeing		
	Director - Infrastructure and Development		
Total Number of Councillors		9	7
Total of Chief Executive Officer and other Key Management Personnel		4	6
Total Number of Key Management Personnel		13	13

\$ '000	2020	2019
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(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	919	856
Long-term benefits	16	13
Post employment benefits	64	57
Total	999	926

Notes to the Financial Report
for the year ended 30 June 2020

Note 7. People and relationships (continued)

\$ '000	2020	2019
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7.1. Council and key management remuneration (continued)

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

	No.	No.
\$0 - \$9,999	2	-
\$10,000 - \$19,999	2	-
\$20,000 - \$29,999	4	6
\$40,000 - \$49,999	-	3
\$60,000 - \$69,999	1	-
\$100,000 - \$109,999	-	1
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	3	-
\$220,000 - \$239,999	1	1
	13	13

(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
	1	1

Total Remuneration for the reporting year for Senior Officers included above amounted to:	\$ '000	\$ '000
	138	132

Notes to the Financial Report

for the year ended 30 June 2020

Note 7. People and relationships (continued)

\$ '000

7.2. Related party disclosure

(a) Transactions with related parties

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

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

(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

(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 are as follows:

Nil

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties

\$ '000	2020	2019
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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:

Not later than one year	244	196
Later than one year and not later than five years	217	214
Later than five years	198	108
	659	518

(b) 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 being undertaken:

	Start Date	Amount \$'000
Primal Surfacing Pty Ltd Reseal Program G17-2018	2/07/2019	21
Primal Surfacing Pty Ltd Reseal Program 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 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$58k.

Insurance claims

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

Legal matters

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

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

8.1. Contingent assets and liabilities (continued)

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.

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the amount 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

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

8.2. Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

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

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service
 - initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in *AASB 13 Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with *AASB 116 Property, Plant and Equipment* or *AASB 138 Intangible Assets*, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the 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)

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

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

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

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 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.

(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.

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

8.3. Financial instruments (continued)

(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 has 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 has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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.

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 2019 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.

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

8.3. Financial instruments (continued)

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(c), 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 - 2 %.

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

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

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.

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

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

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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

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

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.

Notes to the Financial Report

for the year ended 30 June 2020

Note 8. Managing uncertainties (continued)

\$ '000

8.4. Fair value measurement (continued)

Revaluation (continued)

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.

8.5. Events occurring after balance date

On 8th July 2020 NSW closed the border to Victorians as a result of community transmission of the COVID-19 virus within Victoria, with permits being required to allow people to cross the border for set reasons. Further, on 6th of August 2020 the Premier of Victoria introduced Stage 3 restrictions for regional Victoria in relation to the COVID-19 pandemic. The Financial impact to Council of the restriction has not been deemed to be significant, however a number of Council services have been impacted as further detailed within note 8.6.

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

8.6. Impact of COVID 19 pandemic on Council's operations and 2019-20 financial report

On 30 January 2020, COVID 19 was declared as a global pandemic by world health organisation. Since then, various measures are taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted Councils operations in the following areas for the financial year ended 30 June 2020:

- In response to government directive amidst the COVID-19 outbreak, the leisure centre facilities / libraries/ community centres were closed.
- As a result of government directives attendance at childcare centres was impacted and Council was not eligible for government support payments.
- Council provided some commercial rent relief from April 2020.
- Council activated its hardship policy in response to this crisis on 14 April 2020.

Notes to the Financial Report

for the year ended 30 June 2020

Note 9. Other matters

\$ '000	Balance at beginning of reporting period	Increment (decrement)	Share of incr. (decr) on revaluation of the asset class by an associate	Balance at end of reporting period
9.1. Reserves				
(a) Asset revaluation reserves				
2020				
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 spaces	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
2019				
Property				
Land and land improvements	997	(307)	-	690
Buildings	4,015	1,663	-	5,678
	5,012	1,356	-	6,368
Infrastructure				
Roads	90,320	-	-	90,320
Bridges	6,659	-	-	6,659
Footpaths and cycleways	3,448	-	-	3,448
Drainage	4,610	-	-	4,610
Waste management	739	(668)	-	71
Recreation, parks and open spaces	3,628	(2,435)	-	1,193
Aerodromes	696	278	-	974
Kerb and channel	3,733	-	-	3,733
Other infrastructure	1,565	1,328	-	2,893
	115,398	(1,497)	-	113,901
Total asset revaluation reserves	120,410	(141)	-	120,269

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 2020

Note 9. Other matters (continued)

\$ '000	Notes	2020	2019
9.2. Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		3,173	2,917
Depreciation		6,092	5,874
Profit/(loss) on disposal of property, infrastructure, plant and equipment		(79)	(265)
Contributions - Non-monetary assets		-	(8)
Borrowing costs		33	40
(Increase)/Decrease in assets not previously recognised		-	15
Change in assets and liabilities:			
(Increase)/decrease in trade and other receivables		(505)	(1,378)
(Increase)/decrease in inventories		402	(692)
(Increase)/decrease in prepayments		(22)	(42)
Increase/(decrease) in accrued income		(676)	21
Increase/(decrease) in trade and other payables		(1,401)	1,275
Increase/(decrease) in provisions		294	121
(Decrease)/increase in other liabilities		1,185	77
Net cash provided by/(used in) operating activities		8,496	7,955

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 categories, 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 2020, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

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

Notes to the Financial Report

for the year ended 30 June 2020

Note 9. Other matters (continued)

\$ '000

9.3. Superannuation (continued)

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

Funding Arrangements

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

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa
 Salary information 3.5% pa
 Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2020 was 104.6%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate will increase in line with any increases in the SG contribution rate and 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 2020

Note 9. Other matters (continued)

\$ '000

9.3. Superannuation (continued)

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 purpose 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 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 2019 interim 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 conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

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

	2019	2017
	\$m	\$m
- A VBI Surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

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 2019.

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 2019.

Notes to the Financial Report

for the year ended 30 June 2020

Note 9. Other matters (continued)

\$ '000

9.3. Superannuation (continued)

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 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020.

It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.50 %pa for the first two years and 2.75%pa thereafter	3.5% pa
Price inflation	2.0% pa	2.5% pa

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

\$ '000	Scheme	Type of Scheme	Rate	Actual 2020	Actual 2019
	Vision Super	Defined benefits	9.5%	57	54
	Vision Super	Accumulation fund	9.5%	717	612
	Other funds	Accumulation fund	9.5%	334	338

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. to the above schemes as at 30 June 2020.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$58k.

Notes to the Financial Report

for the year ended 30 June 2020

Note 10. Changes in accounting policies

(a) Changes in accounting policies due to adoption of new accounting standards – not retrospective

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

i) Impact of adoption of new accounting standards

AASB 15 Revenue from Contracts with Customers

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. Council has not entered into any leases where *AASB 16 Leases* applies.

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised on the earlier of receipt or when an unconditional right to receipt has been established, with the exception of capital grants revenue received to fund the acquisition or construction of a non-financial asset to be controlled by Council. Capital grant revenue received to fund the acquisition or construction of a non-financial asset to be controlled by Council is recognised when 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.

ii) Transition impacts

Council assessment has identified a nil impact on transition to these new accounting standards.

PERFORMANCE STATEMENT



PERFORMANCE STATEMENT

Gannawarra Shire Council staff promoted sun safety measures during the 'Be Cool in Gannawarra' campaign

GANNAWARRA SHIRE COUNCIL PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2020

DESCRIPTION OF MUNICIPALITY

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 10,472 (Australian Bureau of Statistics catalogue 3218.0), covering 3,736 square 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.

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 also adopted a COVID-19 Financial Hardship Policy to assist ratepayers impacted by the pandemic.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2020

<i>Indicator/measure</i>	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,551.94	\$2,362.30	\$2,543.34	\$2,832.51	The expansion of the services in the Children's Services and Community Care areas have caused this increase. The extra grant for Drought Communities funding has also increased this indicator.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$17,916.84	\$17,299.35	\$17,654.12	\$18,220.40	This result is attributed to an increase in the value of Council's property, plant and equipment.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	4.38	4.65	4.64	4.58	Council road lengths and population have remained stable.
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,664.35	\$1,709.80	\$1,711.77	\$1,786.96	Own source revenue per head of population has remained stable.
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$1,207.84	\$983.53	\$919.50	\$1,053.00	The extra grant for Drought Communities funding has increased this indicator.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2020

<i>Indicator/measure</i>	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
Disadvantage					
<i>Relative socio-economic disadvantage</i>	3.00	3.00	3.00	3.00	There has been no change in Council's Relative Socio-Economic Disadvantage.

[Index of Relative Socio-economic Disadvantage by decile]

Workforce turnover					
<i>Percentage of staff turnover</i>	7.9%	4.0%	13.6%	12.1%	There was a decrease in the number of resignations in the 2019/20 year.

[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100

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 2020

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
Aquatic facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	2.58	2.52	4.61	3.45	Utilisation of outdoor aquatic facilities remained steady due to the introduction of new events and activities undertaken in 2019/2020 along with consistent seasonal temperatures. Council's indoor facility saw a decrease in utilisation due to COVID-19 facility closure.
Animal management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions/number of Animal Management Prosecutions] x 100	New in 2020	New in 2020	New in 2020	0.00%	There were no animal management prosecutions in 2019/20.
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	100.00%	0.00%	0.00%	0.00%	There were no critical and major non-compliance notifications during the reporting period.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2020

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
Governance					
Satisfaction					
<p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	60.00	54.00	52.00	39.00	The 2019/20 Community Satisfaction Survey was conducted during a period of community uncertainty following the resignation of two former Councillors, who publicly highlighted grievances they had with Council and its operations.
Libraries					
Participation					
<p><i>Active library borrowers in municipality</i></p> <p>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</p>	20.01%	18.44%	16.75%	16.65%	A reduction in the number of active library borrowers is attributed to the closure of libraries throughout the COVID-19 pandemic.
Maternal and Child Health					
Participation					
<p><i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	77.40%	77.49%	70.95%	86.88%	Council's MCH service has a concentrated focus in reaching all children across the Shire resulting in increased participation.
Participation					
<p><i>Participation in the MCH service by Aboriginal children</i></p> <p>[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</p>	55.56%	54.39%	61.90%	100%	Council's MCH service has a concentrated focus in reaching all children across the Shire resulting in increased participation by Aboriginal children.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2020

Service/indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
Roads					
Satisfaction					
<p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	51.00	46.00	50.00	47.00	Results for community satisfaction with sealed local roads has seen a decrease of three points. This result is significantly different to Council's understanding of the sealed local road network, gained through customer requests and Council's inspection program. Council is aware that many residents find it difficult to ascertain a council maintained road compared to roads maintained by other authorities.
Statutory Planning					
Decision making					
<p><i>Council planning decisions upheld at VCAT</i></p> <p>[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</p>	100.00%	100.00%	0.00%	0.00%	There was one appeal in 2019/20 where VCAT set aside the Council decision for approval and ultimately the application was refused.
Waste Collection					
Waste diversion					
<p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	44.21%	41.48%	42.16%	37.15%	A decrease in the kerbside collection waste diverted from landfill is due to a fall in the total volume of recycling as a result of the temporary close of the Municipal Recycling Facility (MRF). This caused more recyclable waste to be delivered to landfill instead of the MRF. Council has a strong focus on reducing waste to landfill through a waste education and behaviour change program.

DEFINITIONS

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006

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

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

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

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

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

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2020

Dimension/ indicator/ measure	Results					Forecasts			Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
Efficiency									
Expenditure level									
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,771.59	\$3,564.71	\$3,877.29	\$4,339.72	\$4,357.13	\$4,290.27	\$4,406.14	\$4,519.39	The number of assessments is anticipated to remain fairly constant while most costs are moving in line with market forces. The continued growth in Community Care and the extra grants for Drought Communities funding has increased this indicator.
Revenue level									
Average rate per property assessment ¹ [General rates and Municipal charges / Number property assessments]	New in 2020	New in 2020	New in 2020	\$1,611.12	\$1,637.45	\$1,670.31	\$1,703.92	\$1,738.00	This increase is in line with the rate cap.
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	310.48%	319.72%	272.15%	255.12%	314.82%	274.57%	272.06%	274.53%	Position sound and aided by the increase in cash due to the early payment of the Financial Assistance Grant.

¹ The forecast numbers for this measure differ from those published in the adopted 2020-21 Budget. The Budget data only includes residential rate revenue, compared to the performance statements which includes all property types in the calculation. The difference in methods is due to a change in Local Government Performance Reporting indicators for 2019-20 (previously used residential data consistent with the Budget).

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2020

Dimension/ indicator/ measure	Results					Forecasts			Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
Liquidity									
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	193.20%	153.11%	70.05%	48.76%	205.24%	172.11%	172.16%	171.86%	Cash and cash equivalents at 30 June 2020 were \$5.62m compared to the previous year of \$7.63m resulting in a lower ratio at current year end. The level of unrestricted cash can be materially different each year dependant on the level of investments (Financial Assets) at year end and the works undertaken during the year. Trust funds and deposits are included as unrestricted cash for budget purposes. As trust funds and deposits are excluded in unrestricted cash for performance reporting, a variance may exist between forecast budget and forecast performance reporting. In 2020/21 Council will borrow to fund a works program over three years. For 2020/21 and 2021/22 there will be unspent loan funds which will bolster this indicator.
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest and principle repayments on interest bearing loans and borrowings / Rate revenue] x100	6.35%	5.39%	4.42%	3.46%	27.57%	24.10%	20.66%	17.23%	Council has a low level of debt and did not borrow in the 2019/20 year. Therefore the debt is reducing and rates income is increasing in line with the rate cap. In 2020/21, Council will borrow \$3.5 million to fund a works program over three years. This is part of a significant capital works program.

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2020

Dimension/ indicator/ measure	Results					Forecasts			Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
Obligations									
Loans and borrowings									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	1.87%	1.15%	1.11%	1.07%	2.59%	3.80%	3.71%	3.65%	Council has a low level of debt and did not borrow in the 2019/20 year. Therefore the debt is reducing and rates income is increasing in line with the rate cap. In 2020/21, Council will borrow \$3.5 million to fund a works program over three years. This is part of a significant capital works program.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	10.77%	9.31%	8.35%	7.71%	22.73%	20.30%	17.80%	15.59%	Council has a low level of debt and did not borrow in the 2019/20 year. Therefore the debt is reducing and rates income is increasing in line with the rate cap. In 2020/21, Council will borrow \$3.5 million to fund a works program over three years. This is part of a significant capital works program.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation ² [Asset renewal and upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	112.16%	156.90%	103.42%	104.72%	80.67%	Council's continued focus on looking after its assets was assisted in 2019/20 by extra grant funding through Roads to Recovery. An extensive capital works program saw 92 capital works projects completed.

² The forecast numbers for this measure differ from those published in the adopted 2020-21 Budget. These differences are a result of both the Budget amendments detailed above and due to the Budget calculation including only asset renewal, however this performance statement includes asset upgrades as well. The difference in methods is due to a change in the Local Government Performance Reporting indicators 2019-20 (previously used on asset renewal consistent with the budget).

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2020

Dimension/ indicator/ measure	Results				Forecasts			Material Variations	
	2017	2018	2019	2020	2021	2022	2023		2024
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	12.56%	13.18%	2.96%	-0.26%	10.28%	6.57%	4.89%	5.34%	The result is an underlying deficit. It was aided by additional Roads to Recovery funding but there was an adjustment to the Financial Assistance Grant that had a negative impact. Operating grants of \$267k being treated as unearned grants has had a negative impact on the underlying deficit. The forecasted adjusted underlying surplus measures reported in the performance statement are higher than those reported in the 2020-21 Annual Budget. The increased adjusted underlying surplus in future years relates to the treatment of 'Capital Grants – recurrent', which are included within the performance statement forecast adjusted underlying surplus balances, inflating the result, whilst the budget excludes 'capital grants – recurrent' giving a lower adjusted underlying surplus.
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue	41.30%	42.92%	46.09%	44.51%	40.31%	43.48%	43.96%	43.49%	Rates compared to adjusted underlying revenue remains constant due to rate capping.
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.77%	0.80%	0.76%	0.73%	0.73%	0.73%	0.73%	0.73%	Rates compared to adjusted underlying revenue remains constant 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.

RETIRED MEASURES

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

Service/ indicator/ measure	Results				Material Variations
	2017	2018	2019	2020	
Animal Management					
Health and Safety					
Animal Management prosecutions [Number of successful animal management prosecutions]	0.00	0.00	2.00	Retired	Retired in 2020 and replaced by a similar indicator which is a measure of proportion (percentage) rather than a number.
Efficiency					
Revenue Level					
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,228.84	\$1,158.40	\$1,272.31	Retired	Retired in 2020 and replaced by a similar indicator that includes all assessment types across all differential categories, instead of just residential.
Obligations					
Asset Renewal					
Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x 100	125.57%	92.72%	99.11%	Retired	Retired in 2020 and replaced by a similar indicator that includes asset renewal and upgrade, instead of just renewal.

OTHER INFORMATION FOR THE YEAR ENDED 30 JUNE 2020

BASIS OF PREPARATION

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on 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 24 June 2020 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*.



Sid Hutchinson, DipAcc

Principal Accounting Officer

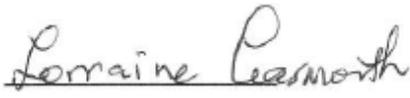
Dated: 21 October 2020

In our opinion, the accompanying performance statement of the Gannawarra Shire Council for the year ended 30 June 2020 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

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



Cr Lorraine Learmonth

Councillor

Dated: 21 October 2020



Cr Charlie Gillingham

Councillor

Dated: 21 October 2020



Tom O'Reilly

Chief Executive Officer

Dated: 21 October 2020

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 municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information and • the 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 2020 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
29 October 2020



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 - 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	KM	Kilometres
CALD	Culturally and linguistically diverse	LGPRF	Local Government Performance Reporting Framework
CBD	Central Business District	LGPRO	Local Government Professionals
CEO	Chief Executive Officer	LGV	Local Government Victoria
CPI	Consumer Price Index	MAV	Municipal Association of Victoria
CR	Councillor	MCH	Maternal and Child Health
EFT	Equivalent Full Time	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		

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