

A person in a green jacket and blue jeans is walking away from the camera down a dirt path in a dense forest. The path is covered in fallen leaves and ferns. Tall trees with green foliage surround the path, creating a canopy effect.

2021 ANNUAL REPORT

If you would like to receive this publication in an accessible format, please contact: Glenelg Shire Council Customer Service on (03) 5522 2200 using the National Relay Service 13 36 77 if required or email enquiry@glenelg.vic.gov.au

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Financial Statement on USB attached to back cover

INTRODUCTION

WELCOME

Glenelg Shire Council is pleased to present the 2020–2021 Annual Report, and celebrate our achievements from the year, and our progress towards the completion of the measures and commitments within the Council Plan 2017–2021.

This report is presented to a wide audience of stakeholders, including ratepayers, local businesses, Government agencies and departments, and those who work, play or study within the Glenelg Shire.

COUNCIL SNAPSHOT

Encompassing an area of 6,212 square kilometres, the Glenelg Shire includes the main townships of Portland, Heywood and Casterton and many other small townships and localities. Rolling hills and rich agricultural land to the north give way to a scenic and secluded river region to the west. Pine and blue gum plantations line the roads through the hinterland, while a huge expanse of coastal beaches and rugged cliffs form the southern perimeter, making the Glenelg Shire a thriving tourist destination.

Glenelg Shire is located in south-western Victoria, about 360 kilometres from the Melbourne CBD.

The Glenelg Shire Council respectfully acknowledges the traditional lands and waters of the Gunditjmarra people, Bunganditj people, Jardwadjali people and their respective cultural heritages.

Aboriginal and Torres Strait Islander People provide an important contribution to Australia's cultural heritage and identity. We respectfully acknowledge the Aboriginal and Torres Strait community living throughout the Glenelg Shire and the contribution they make to the Glenelg Shire's prosperity and wellbeing.

ORGANISATIONAL VALUES:

- **Respect** — Respect is defined as consideration and having due regard for the rights and feelings for self and others. Respect is shown by treating people with politeness, courtesy, and kindness. Encourage co-workers to express opinions and ideas, and include all co-workers in meetings, discussions, training, and events.
- **Integrity** — Integrity is defined as being honest, trustworthy, and having strong moral principles. Integrity means following our moral or ethical convictions and doing the right thing, even if no one is watching you. Live, and maintain commitment to our organisation's values.
- **Teamwork** — Teamwork is defined as a cooperative or coordinated effort by a group of people acting together in the interests of a common cause. Teamwork will contribute to greater speed and efficiency of work; healthy, trusting employee relationships; and improvement in the organisation's productivity.
- **Service Excellence** — Service Excellence is defined as quality work performed for or on behalf of others. It is the ability to consistently meet and manage our internal and external customer expectations. We need to keep our customers internally and externally in mind in what we do.
- **Innovation** — Innovation is defined as a change that brings value. Innovation generally refers to changing processes or creating more effective processes, products, and ideas. This could mean implementing new ideas, creating dynamic products, or improving our existing services. Challenge the, 'This is how we do things around here' and ask 'Why'. Is there a better solution?





REPORT OF OPERATIONS

COMMITMENTS

OUR VISION

"Glenelg Shire Council is forward thinking and inclusive. We will continue to innovate and develop our diverse economy to deliver services that meet the needs of our community"

OUR FOCUS



Growing Glenelg

Sustain and grow a diverse economy and social prosperity



Connecting Glenelg

Connecting people, places and spaces



Liveable Glenelg

Embracing inclusive, healthy, sustainable and diverse cultures for living



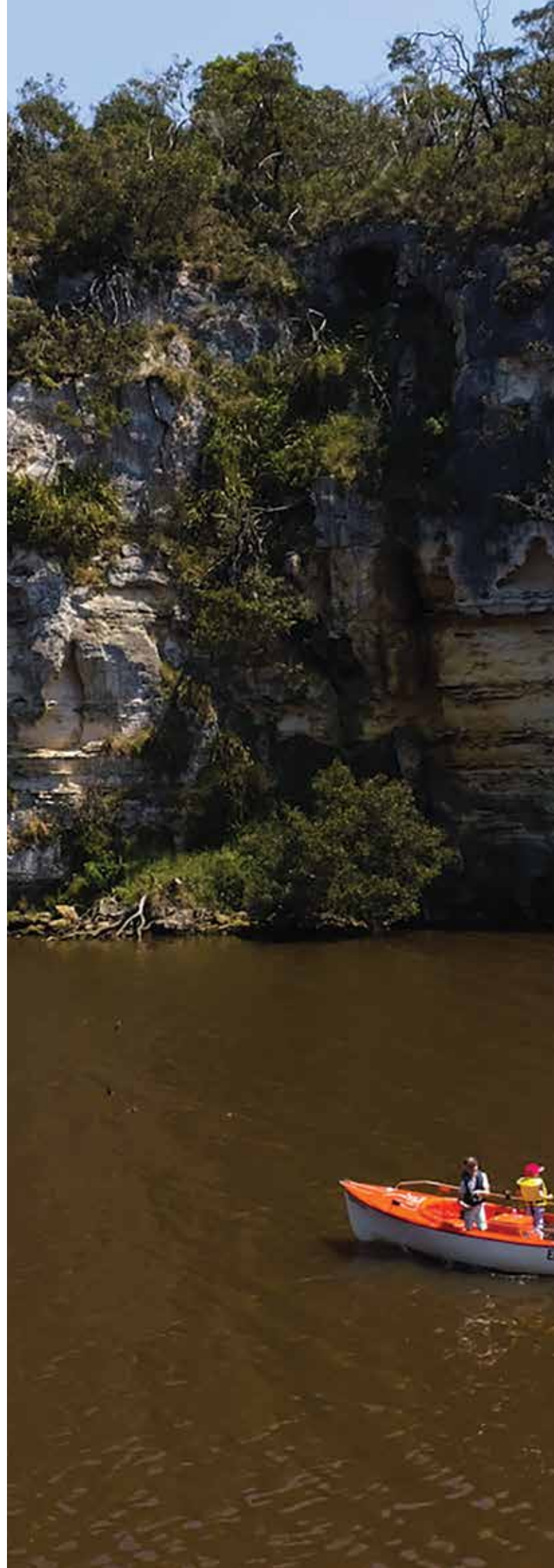
Creative Glenelg

Creative, inspired, forward-thinking and action-oriented



Leading Glenelg

Create shared visions within the community, ensuring agreed outcomes



REPORT OF OPERATIONS
FAST FACTS



14

TOWNSHIPS



19,621

MUNICIPAL
POPULATION



88

ANIMALS REHOMED



13

COUNCIL
MEETINGS HELD



42,377

VISITS TO INDOOR
AQUATIC FACILITIES



3,015

ACTIVE LIBRARY
MEMBERS MAKING
84,467 LOANS



47

BIRTH
NOTIFICATIONS
RECEIVED



35,566

ITEMS IN
THE LIBRARY
COLLECTION



268

PLANNING
APPLICATIONS
RECEIVED



250

FTE EMPLOYEES



0%

RATE REVENUE
INCREASE



2,634km

OF LOCAL ROADS



11,130m²

OF SEALED
LOCAL ROAD
RECONSTRUCTION



1647.96

TONNES OF GREEN
WASTE REDIRECTED
FROM LANDFILL



\$55.159m

TOTAL REVENUE

REPORT OF OPERATIONS

CALENDAR OF EVENTS

- A new dog park was on the horizon for Portland with Council successfully securing funding from the Victorian Government for the formation of a dog off-leash park in Portland, the first of its kind for the city.

- The Casterton Saleyards went virtual for their very first time, allowing buyers and sellers to join in the annual Joint Agent Spring Store Cattle Sale online.
- Portland's Hanlon Park continued to cement its status as a premier regional sporting facility, with Council securing much needed funding to resurface the netball courts and install new undercover tiered seating.
- One of Dartmoor's long standing community projects is officially came to life, as Federal funding was secured by Council for the Dartmoor Rail Trail. The project will see the 1.3km unused rail track from the centre of the township transformed into an "active hub", providing a sealed walking and bike path.

- Businesses were encouraged to bring a Christmas twinkle to their neighbourhood as part of the 2020 Light Up Glenelg Retail Window & Light Display Competition.
- The Portland Library kicked off its Libraries After Dark programming, offering events and activities every Thursday night for the community. The program is funded by the Victorian Responsible Gambling Foundation and aims to promote the facility as an alternative to a gambling venue.
- A mysterious shipwrecked artefact became the latest addition to the Glenelg Shire's Cultural Collection. A wooden 'deadeye', found by local beachcombers, was suspected to have been dislodged from one of the few shipwrecks located around Cape Nelson and Cape Bridgewater.
- Works to improve the visitor experience at the iconic Portland Foreshore commenced, heralding the start of a multi-million-dollar transformation to the much-loved precinct.
- In partnership with St Vincent de Paul and the Salvation Army, Glenelg Libraries Food for Fines campaign collected more than 400 items to be later delivered as Christmas gifts to those most in need.

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

- Council launched the Retail Façade Improvement Program; a new innovative program offering a loan or grant funding to assist local businesses wanting to improve the appearance of their premises.
- The Green Triangle Freight Action Committee secured \$55 million in State road funding for critical freight road works, assisting local industries to deliver products safely along key arterial roads.
- The Glenelg TAC L2P Learner Driver Mentor Program secured vital sponsorship to ensure its continuation. Local automotive dealership Callaghan's Motors committed to further ongoing support of the youth-based community program, supplying two vehicles for participants use.

- A significant artwork from the Glenelg Shire Cultural Collection, 'Cherry' by Agnes Goodsir, headed to the National Gallery of Australia as an inclusion to the Know My Name: Australian Women Artists 1900 to Now exhibition.
- Heywood Kindergarten launched their very own Reconciliation Action Plan focusing on relationships, respect and opportunities to increase cultural awareness and understanding within the service and the wider community. Heywood was the first kindergarten in the Glenelg Shire Education and Care services umbrella to launch such a plan.

- The Glenelg Shire swore in its new Council for the next four years, with several new faces joining the Chamber. Gilbert Wilson, Anita Rank, Karen Stephens, Scott Martin, Michael Carr, Chrissy Hawker and Jayden Smith were officially inducted as Councillors of the Glenelg Shire.
- Councillor Anita Rank was re-elected for a historic fifth term as Mayor of Glenelg Shire as part of an all-female leadership team — with Casterton based-councillor Karen Stephens elected deputy mayor.
- A new modular pump track was set to be constructed at the Heywood Skate Park pleasing skater, scooter and BMX riders.
- The very first 'Light Up Glenelg' campaign was launched to celebrate busy summer season, offering a series of events, both online and in-person, to connect the community.
- Council secured funding for a new modular pump track and outdoor half-basketball court through the Federal Government's Local Roads and Community Infrastructure Program, with Island Park now scheduled for a major overhaul.

2020

- Heywood Wood, Wine & Roses annual event was held.
- The first meeting of the Community Reference Group was held in Heywood, inducting members and sharing findings in the development of the Glenelg Shire 2040 Community Plan.
- The redevelopment of the Portland Library earned the Glenelg Shire Council the award for best 'Community Assets and Infrastructure Initiative' at the 2020 LGPro Awards for Excellence. The award recognised council initiatives that provide benefit to the community and showcase partnerships in developing and managing community assets that are a new, one-off activity of a capital nature.
- The Glenelg Shire became the 17th council across Australia to commit to utilising natural, renewable products following the endorsement of a new Wood Encouragement Policy. The Policy will encourage the use of responsibly sourced wood to be considered, where feasible, as the primary construction material in all council building and fit out projects.
- A green waste collection service was endorsed following a historic vote at the February monthly council meeting supporting the sustainable recycling practice. This service will be introduced in the coming years. Due to the impact of Covid-19, it was determined to delay the introduction.

- Cash injections for hall upgrades, community events and junior development programs were delivered in Glenelg Shire Council's Community Grants program. A total of 54 shire-wide community not-for-profit groups and organisations shared in the funding round, valued at \$104,000.
- Surfing the web, streaming music and accessing social media at your local community hall, skate park or beach was made even easier thanks to an extension of the free Glenelg Public Wi-Fi network. Council extended its existing public Wi-Fi to include 13 new sites, including popular sites in Casterton, Dartmoor, Digby, Heywood and Portland.

- The vision for the Glenelg Shire for the next 20 years was been set, following endorsement of the Glenelg Shire's very first community plan — Glenelg Shire 2040. The document reflects the community's hopes, aspirations and priorities for the next 20 years and will inform future Council Plans, priority projects and advocacy campaigns.
- Council adopted two key strategic documents — the 2021/2022 Budget and Revenue and Rating Plan — paving a sustainable, financial future for the Shire and a comprehensive \$25.9 million capital works program to deliver on carry forward projects and new initiatives.

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

- The Glenelg Shire 2040 engagement roadshow commenced across the shire, with residents invited to have their say on what the community's vision should look like for the next 20 years.
- Keith Millard's generous spirit was publically recognised as he was named Glenelg Shire Council's Citizen of the Year as part of shire-wide Australia Day celebrations in Portland, Heywood and Casterton.
- Rock legend Jon Stevens headlined the 2020 Hooked on Portland Festival on the Portland Foreshore, with more than 10,000 eventgoers flocking to the city to enjoy live music, local produce and fishing as part of the long weekend celebrations.

- In an historic milestone for the Glenelg Shire the dream of the first ever All Abilities Playspace became a reality, with the gates now open for public use. From advocacy to construction, the \$1.2 million community-driven project at the Portland Foreshore had been nearly three years in the making and provides an innovative state-of-the-art play facility, regardless of age or ability.
- In addition to playground equipment, the new All Abilities Playspace design includes a number of unique Indigenous artworks and nature play elements which pay homage to the region's rich cultural heritage.

- The Green Triangle Freight Action Plan reached a \$200 million milestone in critical road upgrades thanks to a funding boost through the Federal Government's 2021/22 Budget. A further \$4.8 million was also allocated to the Green Triangle region for road upgrades through the State Government's 2021/22 Budget.
- The canines of Glenelg Shire were able to enjoy an off-lead dog park to call their own with Portland's first ever enclosed dog park officially opened.
- Resurfaced netball courts and new undercover tiered seating were completed and officially opened as part of the Portland Football Netball Cricket Club's first home netball game for the season.
- The Shire's first ever pump track in Heywood was completed and opened, allowing skaters, scooter and BMX riders to utilise the first of its kind track.
- Alexandra Park will be transformed into a state-of-the-art recreation precinct, with a \$4.6 million investment secured for the popular sporting venue located in West Portland. The funding will provide a new multi-purpose pavilion, lighting, car parking upgrades, accessibility enhancements, kitchen and changeroom facilities.

2021

A YEAR IN REVIEW

MAYOR'S REPORT



Despite challenging times, the future of Glenelg Shire is very bright. Years of advocacy and planning have been rewarded over the past 12 months with Council securing funding for a suite of priority projects, including improvements to sporting and recreational facilities that will have a significant impact on the wellbeing of our communities, and the much anticipated Portland multi-purpose building, which will round off our beautiful foreshore redevelopment. Delivering this number of projects in a limited time frame has been quite a feat, and I recognise the considerable effort made by both Council staff and local contractors to this end.

Of course, the uncertainty of the pandemic has also presented some of the most challenging circumstances our community and businesses have seen in recent years. I have been proud to see locals rally together to support those businesses most affected by the sporadic lockdowns, and also encouraged by the resilience shown by businesses to adapt and make the most of opportunities. Council has

This past year has seen many significant developments across the Glenelg Shire, and it has been uplifting to see our local communities pull together to navigate the uncertainty of a most unanticipated global event.



initiated a number of new programs to support our local retail and hospitality sectors. Business Support Vouchers, Retail Façade Improvement Grants and works to support the establishment of an Outdoor Dining culture have changed the face of our local streetscapes, and complement our stunning new GlenelgVIC campaign to enhance the appeal of Glenelg as a first-class tourism destination.

In October we welcomed a new Council including a number of fresh faces. Council wasted no time on the development of a new Council Plan, based on the extensive community consultation that occurred throughout the Glenelg 2040 process. This Plan will guide Council's efforts over the next 4 years, as we endeavour to build further on the Shire's many strategic advantages.

Glenelg's major industries, including agriculture, healthcare and manufacturing, remain strong and Council is committed to ongoing advocacy to ensure support for their long term prosperity

and growth through innovation as well as cementing jobs and opportunities for our youth. Community wellbeing is at the heart of our Council Plan and we will continue to work closely with community groups and services to further strengthen supports for those that need them.

We need to make the most of our opportunities not only to support businesses but to welcome back tourists. We have many beautiful locations and attractions right across the shire, from Cape Bridgewater and Nelson to the scenic hills of Casterton, our Great South West Walk and Glenelg River provide the perfect backdrop for a relaxing visit.

And finally, thank you to all the amazing volunteers and community groups who have contributed many hours assisting others. Whether it be the various emergency service organisations or those involved in arts and culture, you do a fantastic job, and we are extremely grateful.

Cr Mayor Anita Rank



A REVIEW OF THE YEAR

CHIEF EXECUTIVE OFFICER'S REPORT



areas in Victoria that has manufacturing capacity, both in construction and refining, and a skilled workforce that positions us well for future opportunities.

Agriculture continues to go from strength to strength on the back of reliable rainfall, good soils, and our innovative and productive primary producers. This combined with strong commodity and stock prices has seen good returns for producers. However, as the vagaries in weather and market conditions can change rapidly, we need to continue to look for opportunities to expand and value add our food and fibre sector.

Regional tourism is a great example of an emerging sector that has the potential to underpin sustainable economic growth and employment, and visitor numbers have never been stronger in our Shire. Visitor statistics have highlighted a surge in tourism in the past twelve months, particularly from metropolitan areas, with more and more people looking to escape to regional hamlets.

The 2020 – 2021 year has been one of significant change, disruption, and opportunity.

Our community has been challenged on many fronts, particularly with ongoing health and border restrictions, causing anxiety and anguish for many.

Regional communities are incredibly resilient and there is no better example than the Glenelg Shire, as we deal with the substantial disruptions that continue to impact our day to day lives. Social and sporting connections, the way we shop, where we take holidays, how we educate our children and the way we work have all changed. Although there have been countless challenges, we have demonstrated as a community that we can successfully adapt and take advantage of new opportunities.

Our local economies are thriving, which is a fantastic outcome for our small but mighty region, however we shouldn't take this for granted. Long term economic diversification will protect us by reducing our reliance on a small number of industries. Fortunately, our Shire is one of the few



Our overall economic success should not detract from the need to support our existing local businesses. It has never been more relevant or important to support local businesses, we need to continue to shop local first and foremost.

The last 18 months have also highlighted the structural imbalance between regional and metropolitan communities. This is evident with poor digital connectivity, declining services, affordable housing, unacceptable health and wellbeing outcomes, and low education attainment rates compared to our city counterparts. Council will continue to advocate to correct these imbalances and give our community a fair go — we all deserve the same opportunities.

Our previous advocacy efforts have been incredibly successful, and we have received substantial State and Federal support for the development of a number of key community assets. You will see these the progress of these projects over the next 12 months, and the enduring benefits they will provide for generations of our Shire.

Projects announced for works in 2020–2021 include:

- Cape Bridgewater Bay Foreshore Masterplan Stage One works;
- Portland Foreshore Master Plan Stage 2 pathways and boardwalks;
- Port of Portland Bay Town Jetty, Marina extension and Trawler Wharf extension;
- Footpath connectivity improvements in Heywood and Casterton;
- Portland Gateway Signage;
- Portland Dog Park;
- Dartmoor Tracks and Trails works;
- Safety improvements along Percy Street, Portland; and
- Community recreation infrastructure across the Shire such as pump tracks, exercise equipment and various playground improvements.

Finally, we should never lose sight of what is important during these challenging times – our family and friends. Please look out for each other, stay connected and stay safe.

Greg Burgoyne
Chief Executive Officer



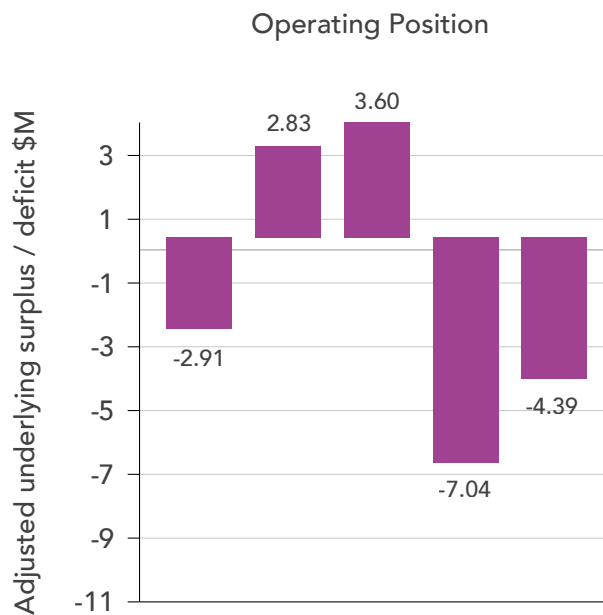
A YEAR IN REVIEW

FINANCIAL SUMMARY

Glenelg Shire Council (GSC) financial position is outlined below. Detailed information relating to financial performance is included within the financial statements and performance statement sections of this report.

OPERATING POSITION

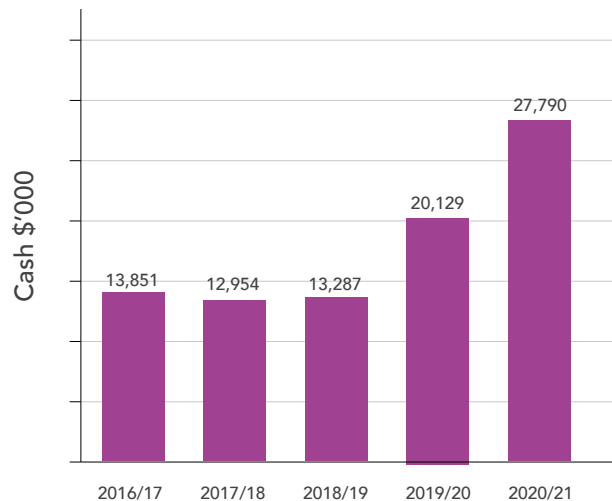
GSC attained a deficit of \$186k in 2020/21 versus budgeted deficit expectation of \$3.725 million mainly attributable to an increase in grant income and the adjustment required for the landfill provision in June 2021. The adjusted underlying result, after removing non-recurrent capital grants, cash contributions and non-monetary capital contributions, was a deficit of \$4.4 million.



LIQUIDITY

Cash balance at 30 June 2021 has increased and is mainly attributed to funding received for major capital projects in 2020/21. The working capital ratio which assesses ability to meet current commitments is calculated by measuring current assets as a percentage of current liabilities. Council's result of 119% is a positive indicator of financial position.

Cash Position



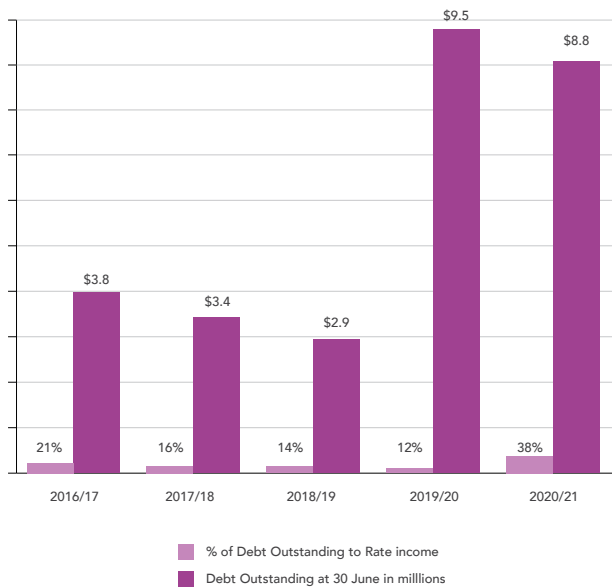
Liquidity Position



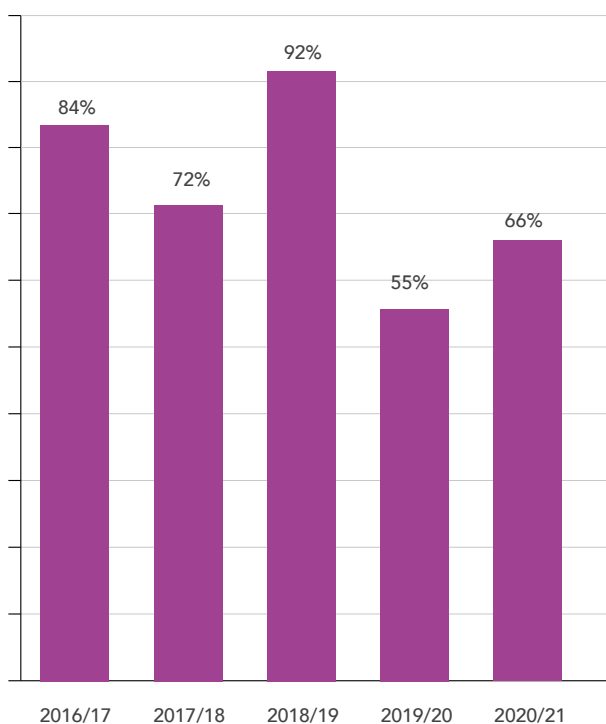
OBLIGATIONS

GSC debt ratio which is measured by comparing interest bearing loans and borrowings to rate revenue was 40% at 30 June 2021, this increase was a result of new borrowings to fund major capital works. The asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 66%. GSC spent \$8.5 million on upgrade and renewal works during the year.

Debt Position



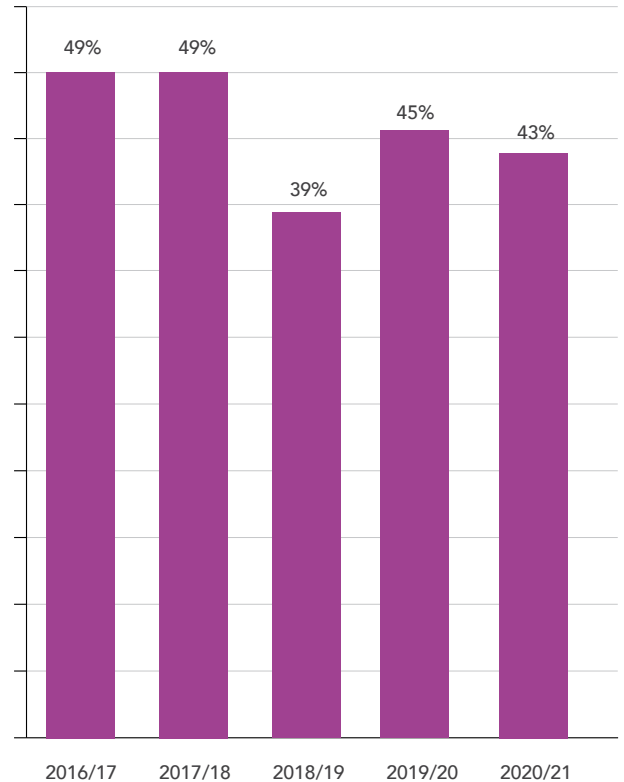
Asset Renewal Ratio



STABILITY AND EFFICIENCY

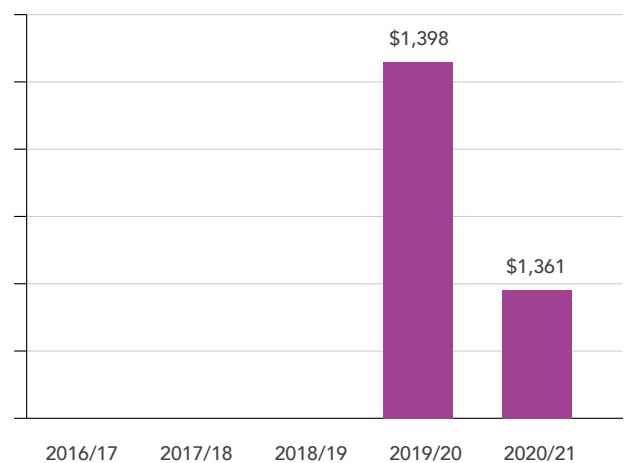
Rate concentration which compares rate revenue to adjusted underlying revenue was 43% for the year which is within the expected target band of 30%–80%. For the 2020/21 year, the average residential rate per residential assessment was \$1,361 which was a decrease of 3% per assessment from the previous period.

Rate Revenue Concentration %



Measure was new in 2020:

Average Residential Rates



A YEAR IN REVIEW

YOUR INVESTMENT IN GLENELG SHIRE

Your property rates and charges play a vital role in Council's ability to provide services to our community. For every \$100 of rates in 2020/21, Council has allocated;

\$4

TO COMMUNITY
DEVELOPMENT
& ENGAGEMENT



\$9

TO WASTE
MANAGEMENT
& RECYCLING



\$9

TO LOCAL
LAWS, HEALTH
& SAFETY



\$7

TO PARKS &
GARDENS



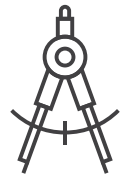
\$4

TO TOURISM,
ARTS & CULTURE



\$3

TO PLANNING &
BUILDING SERVICES



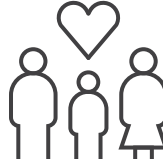
\$6

TO COMMUNITY
FACILITIES &
LIBRARY SERVICES



\$3

TO CHILDREN,
FAMILY & YOUTH
SERVICES



\$4

TO HUMAN
RESOURCES &
PROPERTY RATING



\$25

TO CAPITAL WORKS
PROGRAM



\$1

TO AGED & DISABILITY
SERVICES



\$25

MAINTAINING ASSETS





A YEAR IN REVIEW

DESCRIPTION OF OPERATIONS

The Annual Report 2020–2021 outlines the achievements, challenges and deliverables of the Glenelg Shire Council during the 2020–2021 financial year.

Councils' progress against the Council Plan 2017–2021 and adopted Budget 2020–2021 are reported within this document, and Councils' service area progress is measured against a set of performance indicators and measures.

ECONOMIC FACTORS

The impact of rate capping and the heavy reliance upon external funding present challenges in maintaining current service delivery levels.

Major changes:

Due to the impact of Covid-19, Council has initiated a range of measures to financially support residents, the community and local business. Council has taken steps to reduce this financial burden where possible, demonstrated by Council's decision that all fees and charges remain as per the pricing from our 2019–2020 schedule, and free parking becoming a permanent fixture for residents as they go about their shopping in the CBD's.

Major achievements:

Council developed a 20-year Community Plan, titled 'Glenelg Shire 2040', which will provide a blueprint for strategic planning over the next two decades. Our Council and community are very pleased with the outcome of this plan and look forward to seeing the changes and impact in the future.

Council prepared a Revenue and Rating Plan for the next 4 financial years as part of council's strategic and financial planning of key revenue sources.

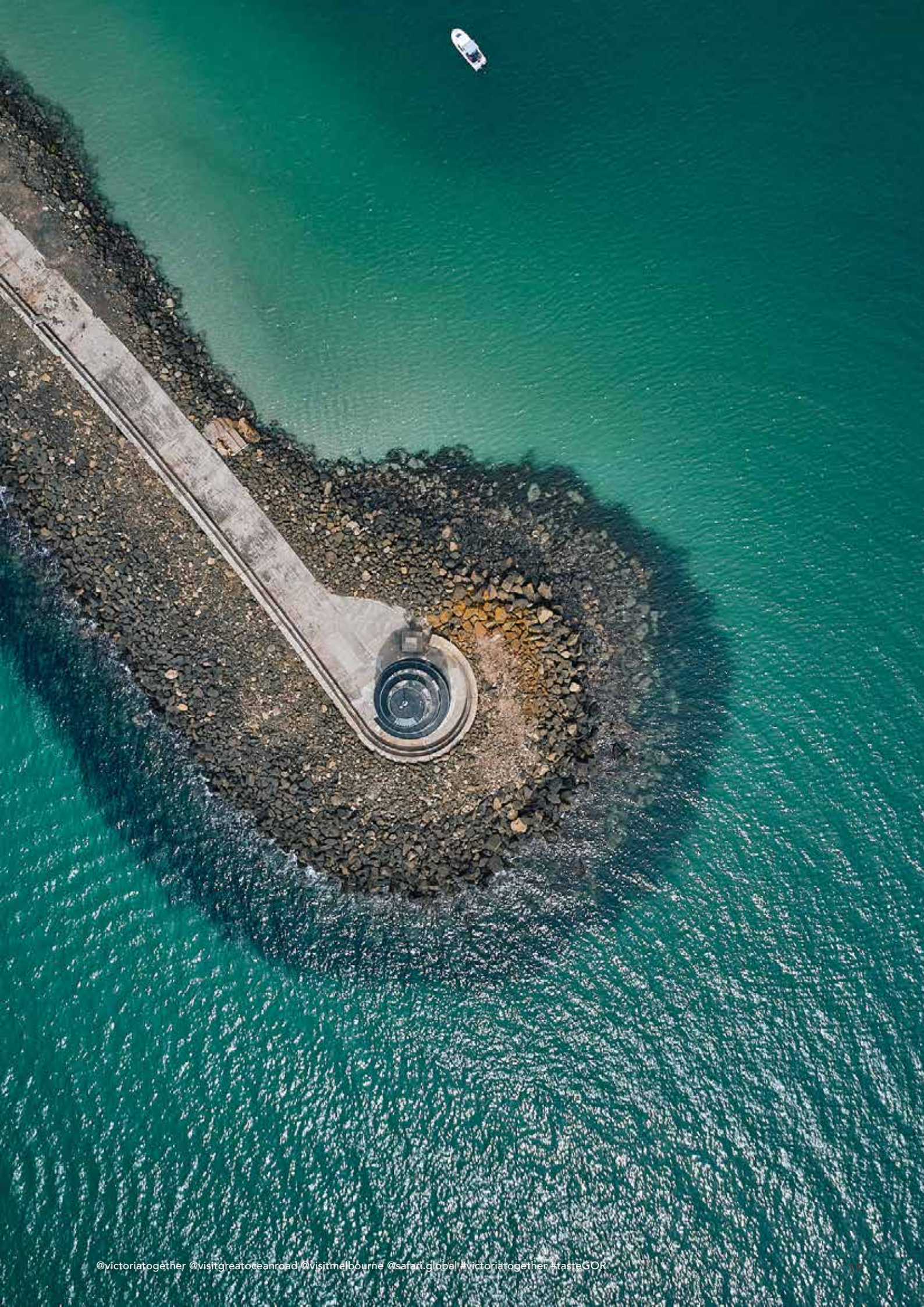
CAPITAL WORKS

Local Roads and Community Infrastructure — Phase one projects:

Total Cost: \$1,737,969.12

Grant Funding: \$2,589,680.00

CAPITAL WORKS		
Project	Completed	Carry forward to 2021/2022
Merino Stock Route	✓	
Camp Kitchen — Casterton Caravan Park		✓
Merino Softfall for Exercise	✓	
Half-Court Basketball Court Island Park		✓
Casterton Path Connection		✓
Pump Track Heywood	✓	
Dutton Bluff Playground	✓	
Heywood Wagon Shed		✓
Kelpie Trail Gym Equipment	✓	
Heywood Footpath Upgrade	✓	
Dartmoor Rail Trail	✓	
Hanlon Park Scoreboard	✓	
Hanlon Park Netball Seating & Court Resealing	✓	
Wattle Crescent Playground Renewal	✓	
Pump Track Casterton		✓
Pump Track Portland		✓
Island Park Little Athletics Clubroom Renewal		✓
Fawthrop Community Centre Heating & Cooling Upgrade	✓	
Merino Pool Shade Sail	✓	



A YEAR IN REVIEW

MAJOR CAPITAL WORKS

PORTLAND FORESHORE REDEVELOPMENT

- Total Cost: \$2,400,000
- Grant Funding: \$2,000,000
- Council Contribution: \$400,000

The Portland Foreshore Master Plan facilitates the design and construction of fully integrated and all abilities accessible pathways, over water boardwalks and town jetty connecting all open space and facilities of the Portland Foreshore. Incorporated in the design is the addition of a pump track to be located near the Youth Precinct area. Stage 1 is now complete; stage 2 will see the continuation of hard pathways through to the Portland Yacht Club and safety improvements around the Foreshore such as bollard installation.



NEW TOWN JETTY

- Total Cost: \$1,100,000
- Grant Funding: \$1,000,000
- Council Contribution: \$100,000

The New Town Jetty encompasses a 175 metre long floating pontoon which will provide all ability access and designated recreational fishing pontoons, seating, and an expansive width of 4 metres for promenading and general leisure. This project is anticipated to be completed by October 2021.



CAPE BRIDGEWATER MASTER PLAN INFRASTRUCTURE UPGRADE

- Total Cost: \$2,125,000
- Grant Funding: \$1,125,000
- Council Contribution: \$1,000,000

The Cape Bridgewater Master Plan Infrastructure upgrade will improve accessibility and amenities through the construction of sealed car parking facilities at the area of the Café and Surf Life Saving Club, creating pedestrian linkages along Bridgewater Bay beach and connection boardwalks to help protect the sensitive dunes by creating beach entrance points. Stage one of the projects includes the construction of a rock wall, sandstone viewing platform, ramps, and stair access points which are due to be finished by late September 2021.



ALEXANDRA PARK MASTER PLAN STAGE 2

- Total Cost: \$4,220,146
- Grant Funding: \$3,220,146
- Council Contribution: \$1,000,000

The Alexandra Park Master Plan stage 2 will include construction of an all-abilities sports pavilion, accessible pathways, car parking and sports field lighting. In addition to this construction of a new electronic scoreboard will take place.



PORTLAND BAY MARINA EXTENSION

- Total Cost: \$1,300,000
- Grant Funding: \$500,000
- Council Contribution: \$800,000

The project will extend the existing 70 berth Portland Bay Marina and provide an extra 34 berths which will continue to bolster Portland's booming recreational fishing and boating industry. This extension brings the total number of berths to 104 which will ensure access to our great marina for both permanent and visiting vessels.



PORTLAND TRAWLER WHARF – FLOATING PONTOON

- Total Cost: \$1,200,000
- Grant Funding: \$1,200,000

This project extends the existing Trawler Wharf floating pontoons and provides dedicated berths and facilities to predominantly cater for the Southern Rock Lobster Fishing Industry that operate out of Portland. The project provides 16 berths to the existing Trawler Wharf pontoons.



PORTLAND DOG PARKS

- Total Cost: \$147,000
- Grant Funding: \$85,000
- Council Contribution: \$62,000

This project saw the construction of a small and large dog park take place at Henty Park, adjacent to the lawn tennis club. Council's previous consultation on the Open Space Strategy, Recreation Plan and Domestic Animal Management Plan all identified a dog park as a desired facility.



A YEAR IN REVIEW

COMMUNITY GRANTS



COMMUNITY GRANTS ROUND 1 2020/2021

CATEGORY	ORGANISATION	PROJECT TITLE	AMOUNT
Arts, Culture and Heritage	Merino Public Hall Committee	WW2 Soldier Settlers Honour Board Merino District	\$1,000.00
Community Events	Portland Dahlia Society	Portland Dahlia & Rose Show	\$1,000.00
Community Events	Sandford Festival Committee Inc	Sandford Bush Music Festival	\$5,000.00
Community Events	South Coast Raceway	Event Promotion at South Coast Raceway	\$5,000.00
Community Events	Rotary Club of Portland Inc	Rotary Club of Portland — Beats Cycle for Hope	\$800.00
Community Events	Tyrendarra Pastoral & Agricultural Society Inc.	Tyrendarra Show Advertising 2021	\$5,000.00
Community Events	Portland Scenic Gateway Group	Start-up Event	\$550.00
Community Strengthening	Cycling Without Age Portland — Auspice Portland Rotary Club	Cycling Without Age Portland	\$4,100.00
Community Strengthening	Promoting Heywood & District Committee Inc Australia Day Subcommittee — Auspice WWR	Portable PA System	\$549.00
Community Strengthening	Portland District U3A Inc	Laptop and printer	\$998.00
Community Strengthening	Rotary Club of Casterton	Storage Shelving for Rotary Shed	\$1,000.00
Community Strengthening	3RPC Incorporated	3RPC Community Bingo 2021	\$999.00
Community Strengthening	South West Woody Weed Action Team Inc	Weed Eradication Program	\$1,000.00

CATEGORY	ORGANISATION	PROJECT TITLE	AMOUNT
Community Strengthening	The Rotary Clubs of Portland and Portland Bay	Say No 2 Family Violence	\$1,000.00
Community Strengthening	Lions Club of Portland Inc	Lions Club BBQ Trailer Upgrade	\$500.00
Public Halls	Portland Scout Group	Portland Scout Group Hall Signage	\$808.50
Public Halls	Mumbannar Recreation Reserve	Renew The Loo	\$5,000.00
Public Halls	Bahgallah Memorial Hall Committee Inc	Amenities — Fridge Freezer	\$739.00
Public Halls	Merino Public Hall	Ceiling repairs	\$570.00
Public Halls	Bahgallah Memorial Hall Committee Inc	Furniture refurbishment	\$985.00
Public Halls	Portland Group Hamilton and District Legacy.	Reverse cycle air conditioner for North Room, Legacy Lodge Portland.	\$1,500.00
Public Halls	Tahara Recreation Reserve Committee of Management	Concrete Entrance Community Centre	\$1,000.00
Public Halls	Hotspur Management Committee	gutter replacement Hotspur Hall	\$996.00
Recreation	Casterton Golf Club Inc	Roof Replacement	\$5,000.00
Recreation	The Portland Dog Obedience Club Inc	Dog Training Equipment	\$1,000.00
Recreation	Portland Basketball Association	Enhanced spectator viewing & safety between courts at Portland Basketball Stadium	\$5,000.00
Recreation	Portland Golf Club	Greens Roller	\$1,000.00
Recreation	Heathmere FNC	Netball Equipment	\$1,000.00
Recreation	Portland Boxing Club	Float like a Butterfly but Sting Like a Bee	\$1,000.00
Recreation	Portland Football Netball Club	Portland Tigers Junior Football Club — storage	\$1,000.00
Recreation	Heywood and District Pony Club	Stockman's Challenge	\$1,000.00
Recreation	Portland Touch Association	Switch Touch for women	\$900.00
Recreation	Casterton Sporting Motorcycle Club	Bollards, Bunting & First Aid Project	\$2,608.00



COMMUNITY GRANTS (ROUND 2) 2020/2021

CATEGORY	ORGANISATION	PROJECT TITLE	AMOUNT
Arts, Culture and Heritage	Julia St Creative Space	Living Laneways 2	\$5,000.00
Arts, Culture and Heritage	Trails Creative Art Group — Committee for Portland	Trails Sculpture Exhibition Workshops	\$2,000.00
Arts, Culture and Heritage	Leadership Great South Coast	Indigenous War Memorial Mural	\$1,000.00
Arts, Culture and Heritage	Portland Family history group	Laptops to aid communication	\$800.00
Arts, Culture and Heritage	Casterton Historical Society	Oral History	\$900.00
Arts, Culture and Heritage	Portland Citizens Brass Band	Update of Essential Assets	\$900.00
Community Events	Portland Croquet Club	South West Croquet Regional Competition	\$1,600.00
Community Events	The Lions Club of Heywood Inc.	Signage for Heywood Lions Club	\$1,000.00
Community Events	Rotary Club of Portland Bay	Portland Gardens outdoor Film Night	\$1,000.00
Community Events	Portland & District Relay For Life	Portland & District Relay For Life — Day of HOPE	\$1,800.00
Community Events	Portland & District Kennel Club Inc	Portland Kennel Club Dog Show	\$300.00
+ IN KIND	Rotary Club of Casterton	Storage Shelving for Rotary Shed	\$1,000.00
Community Events	Rotary Club of Casterton	Rotary Club of Casterton Kelpie Art Show	\$1,500.00
Community Strengthening	Heywood Mens Talk Group Inc	Heywood Mens Shed Equipment	\$1,000.00
Community Strengthening	South West Woody Action Team	South West Woody Action Team Chainsaw	\$1,000.00
Community Strengthening	Hamilton & District Legacy — Portland	Legacy Hall BBQ	\$1,000.00
Community Strengthening	Portland Surf Life Saving Club	Lifesaver training and educational programs	\$2,900.00
Community Strengthening	Portland District U3A Inc	laptop and printer for Treasurer Portland District U3A inc	\$900.00
Community Strengthening	Merino Digby Lions Club	Autumn Celebrations – Community Connection	\$1,000.00
Community Strengthening	3RPC Incorporated	3RPC Community Radio Fawthrop Community Centre Hire	IN KIND
Community Strengthening	Portland Community Garden	Community Kitchen	\$4,000.00
Community Strengthening	Portland Cable Trams Incorporated	Fridge Replacement Project	\$900.00
Community Strengthening	Pioneer Wagon Shed	Wagon Shed Laserlights	\$900.00
Community Strengthening	Heywood Pioneer Wagon Shed	Door Replacement	\$1,100.00
Community Strengthening	Old Courthouse Committee of Management Inc	Small Business & Farmers Training Support	\$1,500.00
Community Strengthening	Friends of the Great South West Walk	Great South West Walk Short Walks Booklet	\$5,000.00
Public Halls	Bahgallah Memorial Hall Committee Inc	Maintenance of Amenities	\$1,000.00
Public Halls	Bolwarra Hall and Rec Reserve CoM	Bolwarra Hall Sign Upgrade	\$1,000.00
Public Halls	Dunrobin Public Hall CoM	Keep the water out!	\$5,000.00
Public Halls	Portland Masonic Lodge Project Committee	Stage 2 Kitchen Renovation	\$4,800.00
Public Halls	Gorae West Hall and School site Reserves	Gorae West Hall maintenance	\$1,700.00

CATEGORY	ORGANISATION	PROJECT TITLE	AMOUNT
Public Halls	Digby Hall and Recreation Reserve.	Mechanic's Institute Painting	\$400.00
Public Halls	1st Casterton Scout Group	Starting with the roof	\$5,000.00
Public Halls	Lower Cape Bridgewater Public Hall	Temporary Portable Toilet	\$1,000.00
Recreation	Tyrendarra Sporting Clubs Inc	Undercover area	\$5,000.00
Recreation	Portland Lawn Tennis Club	Computer for Portland Lawn Tennis Club	\$800.00
Recreation	Dartmoor Cricket Club	Tennis net	\$500.00
Recreation	Portland Little Athletics Centre Inc	Portland Little Athletics Line Marking & Equipment renewal project	\$3,500.00
Recreation	Heywood Golf Club Inc.	Purchase of Junior Golf Clinic Equipment	\$1,000.00
Recreation	Heywood Pony Club	Heywood Pony Club Tiny Tot Program	\$1,000.00
Recreation	Casterton Sandford Football Netball Club	Island Park 1 PA system	\$5,000.00
Recreation	Portland Pistol Club	Water tank	\$1,200.00
Recreation	Portland Golf Club	Pole Saw	\$800.00
Recreation	Heywood Bowling Club	Reverse Cycle Air Conditioner	\$1,800.00
Recreation	Dartmoor Football Netball Club	New Ticket Booth	\$5,000.00
Recreation	Heathmere Football Netball Club	Heathmere Football Netball Club First Aid Project	\$900.00
Recreation	Heathmere Junior Football Club	Heathmere Junior Football Club Water Bottles	\$700.00
Recreation	Portland Gymnastics Club	MAG Equipment Upgrade	\$1,000.00
Recreation	Portland BMX Club	Improvement to the Portland BMX Track	\$4,000.00
Recreation	Bridgewater Lakes Aquatic Club Inc	Pressure Pump & Air Tank	\$2,000.00



OUR COUNCIL

SHIRE PROFILE

Glenelg Shire's Gross Regional Product is estimated at \$0.95 billion, which represents 0.2% of the state's GSP (Gross State Product).

The Glenelg Shire population forecast for 2021 is 19,859, and is forecast to grow to 20,989 by 2036, which is a change of 5.69%.

At the end of June 2020, there were 8,892 jobs located in the Glenelg Shire. The largest industry was Agriculture, Forestry and Fishing, generating 1,871 FTE in 2019/20, followed by Health Care and Social Assistance and Manufacturing.

SHIRE STATISTICS

- Land Area 6215 km² (621,471 Hectares)
- Average Household 2.2 persons
- 8,892 Local Jobs
- 1,913 Local Businesses
- 9,177 Employed Residents
- 13,868 Rateable Properties
- Glenelg Shire labour force has slightly lower proportion of persons with high incomes (\$1,750 or more per week) at 14.5%, in comparison to the State which is at 17.5%

(All statistics are gathered from abs.gov.au as of 2013–2018 data collection, and economy.id.com.au 2019/2020)



OUR COUNCIL

OUR COUNCILLORS

The Glenelg Shire is an unsubdivided municipality consisting of seven (7) Councillors. A local election was held on 24 October 2020, following which 3 new Councillors and 4 incumbents were elected to office to serve a four (4) year term, having taken the Oath of Office under section 30 (1) of the *Local Government Act 2020* on 6 November 2020.

At a Statutory Meeting held on 11 November 2020, Cr Anita Rank was elected as Mayor of Glenelg Shire Council for a fifth consecutive term for the 2020/2021 Mayoral Year.

On 11 November 2020 at a Statutory Meeting, Cr Karen Stephens was elected as Deputy Mayor of Glenelg Shire Council for the 2020/2021 Mayoral Year.

Current Glenelg Shire Councillors:



Mayor Cr. Anita Rank

Mobile: 0408 276 563
anita.rank@cr.glenelg.vic.gov.au



**Deputy Mayor
Cr. Karen Stephens**

Mobile: 0488 900 645
karen.stephens@cr.glenelg.vic.gov.au



Cr. Michael Carr

Mobile: 0437 788 034
michael.carr@cr.glenelg.vic.gov.au



Cr. Chrissy Hawker

Mobile: 0428 618 760
chrissy.hawker@cr.glenelg.vic.gov.au



Cr. Scott Martin

Mobile: 0437 755 463
scott.martin@cr.glenelg.vic.gov.au



Cr. Jayden Smith

Mobile: 0437 866 211
jayden.smith@cr.glenelg.vic.gov.au



Cr. Gilbert Wilson

Mobile: 0488 900 634
gilbert.wilson@cr.glenelg.vic.gov.au

OUR COUNCIL

COUNCIL MEETINGS

COUNCIL COMMITTEES

The *Local Government Act 2020* included changes to the formation of formal Council Committees, along with several other legislative changes combined with advice from integrity organisations such as IBAC, the Ombudsman and the Local Government Inspectorate related to Councillor involvement in operational matters, has

significantly reformed the landscape of Councillor advisory Committees. This has resulted in the Audit and Risk Committee being retained as the only formal Council Committee, with both the Mayor and Deputy Mayor in addition to one other elected Councillor as Councillor representatives on this committee.



12

**COUNCIL
MEETINGS**

(Formally known as 'Ordinary Council Meetings')



126

**RESOLUTIONS
MADE**



1

**STATUTORY
COUNCIL MEETING**





PORTLAND

71 Cliff Street Portland

Range of services including;

- Waste Collection lost or replacement bins, animal registration, general property and debtor enquiries.
- Issue and collection of Sharps containers.
- Provide new resident kits.
- Drop off Centre for Mobile Muster, print cartridges and small E-waste.
- Hall/Meeting Room bookings.

HEYWOOD

77 Edgar Street, Heywood

Range of services including;

- Vic Roads Agency: Trailer registrations, learners permit testing, photo licences.
- Library services.
- Maternal and Child Health services.
- Drop off Centre for Mobile Muster and print cartridges.
- Hall/Meeting Room bookings.

CASTERTON

67 Henty Street, Casterton

Range of Services including;

- Vic Roads Agency: Trailer registrations, learners permit testing, photo licences.
- Library services.
- Maternal and Child Health services.
- Drop off Centre for Mobile Muster, print cartridges and small E-waste.
- Hall/Meeting Rooms booking.

OUR COUNCIL

COUNCIL SERVICES

Glenelg Shire Council provides more than 120 services to people of all ages and stages of life around the shire.

ADVOCACY

- Seek federal and state grants for the Shire
- Advocate on a diverse range of issues on behalf of the community, Council and the region

ARTS AND CULTURE

- Program of touring performances and exhibitions
- Management, conservation, and periodic display of Council's Cultural Collection
- Community Arts Program

CHILDREN'S SERVICES

- Kindergartens and Childcare
- Management of contractors for Maternal and Child Health (including immunisations)

COMMUNITY

- Australia Day celebrations/Citizen Awards
- Volunteer functions and Support
- Senior Citizens Week celebration
- Recognition of special birthdays and anniversaries
- Community meetings
- Citizenship ceremonies
- Community directories
- Community Grants Program — Arts and Culture, Tourism, Recreation and Public Halls
- Financially support SES and Portland Cable Trams
- Health and Wellbeing Plan — implementation
- Communication — Community News; Council Website and Online Services
- Aboriginal Partnership Plan and Reconciliation Week

CONTRACT MANAGEMENT

- Tenderlink — E Tendering
- Procurement Services

ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

- Business support and advice
- Marketing services
- Business and community liaison to local and new industries
- Major project facilitation
- Caravan Parks

EMERGENCY MANAGEMENT

- Municipal emergency management services
- Strategic planning/coordination for fire and other emergencies, relief and recovery, community resilience
- Identification, implementation and review Neighbourhood Safer Places

ENVIRONMENTAL SUSTAINABILITY

- Support, and assist residents to reduce everyday environmental impacts.
- Natural resource management
- Resources efficiency — CO2 emissions, water
- Climate resilient communities

GENERAL

- Leases and Licences, Building and Land
- Capital Works Maintenance

HOME AND COMMUNITY CARE (HACC) AND AGED AND DISABILITY SERVICES

- Assessment care planning
- Domestic Assistance (HACC)
- Personal and Respite Care
- Property maintenance
- Planned Activity Group (PAG)
- Meals on Wheels
- Senior Citizen Centre's



INFRASTRUCTURE SERVICES

- Footways and bicycle paths
- Aerodrome Management Portland and Casterton
- Civil Works Design, Construction and Maintenance Delivery (local roads and bridges)
- Infrastructure asset management
- Infrastructure investigation, design, project delivery
- Public lighting
- Urban and rural drainage
- Casterton Saleyards

LIBRARIES

- Books, CDs, videos, DVDs, magazines and newspapers to borrow and browse
- Online resources and photocopying
- Preschool story time and school holiday activities
- Spaces to read, relax, study and meet
- IT training
- Travelling library

LOCAL LAWS

- Parking
- Domestic Animal registration and control
- School crossing
- Fire restriction enforcement
- Stock on roads
- Enforcing Local Laws and State Legislation

PARKS, RESERVES AND PUBLIC PLACES

- Urban/landscape design
- Public toilets, litter control, street cleaning
- Maintain and develop parks, playgrounds, reserves, Botanic Gardens and open space
- Civic and community buildings — maintenance, restoration and new construction

PLANNING AND BUILDING SERVICES

- Planning permits
- Policy and zoning
- Heritage Advisory Service
- Building control
- Safety and emergency services

LOCAL PORT OF PORTLAND BAY

- Boating Facilities and Waterway Management

PUBLIC HEALTH

- Compliance with *Food Act 1984*
- Registration of premises, food safety programs, food complaints, temporary events, safety standards, labelling requirements
- Environmental health monitoring
- Infectious disease prevention
- Potential health impact advice ie: pests
- Domestic septic systems in unsewered areas
- Monitoring tobacco laws compliance

RECREATION SERVICES

- Club development — advice advocacy and support
- Management of sporting grounds, aquatic facilities, reserves, skate parks and open space

RURAL ACCESS AND INCLUSION

- Supports the community to increase community participation for people with a disability.

TOURISM SERVICES

- Tourism information, advice and promotion of the Shire
- Events advice

WASTE MANAGEMENT SERVICES

- Collection and disposal of general household garbage
- Recycling service and waste minimisation

YOUTH SERVICES

- Youth Advisory Groups — youth leadership and youth engagement
- Youth orientated events and festivals — FreeZa, National Youth Week etc
- School Holiday Program
- L2P (learner driver) program
- Linkages to local, regional and federal networks and developments
- Youth Wellbeing — Live 4 Life and Skittles

OUR PEOPLE

ORGANISATIONAL STRUCTURE

The Chief Executive Officer (CEO) has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan. The CEO and three Directors lead the organisation, with support from the Organisational Development Manager.

In January 2021 Ann Kirkham, former Acting Director Community Services since December 2019, took up the position as Chief Information Officer. Paul Phelan was appointed to the position of Director Community Services in May 2021.



Executive Team (left to right) David Hol — Director Corporate Services, Edith Farrell — Director Assets, Greg Burgoyne — Chief Executive Officer, Ann Kirkham — Chief Information Officer, Symonne Robinson — Organisational Development Manager, Paul Phelan — Director Community Services.



Greg Burgoyne

Chief Executive Officer

The CEO provides high level strategic advice to the Mayor and Councillors and oversees the administrative function of Council ensuring good governance and financial practices.

Assisted by the Directors and Organisational Development Manager, the CEO is responsible for implementing the policies and decisions of Council and the day to day operations of the organisation.

With a focus on development and innovation, the CEO works with the Council and its staff to bring about positive change and growth for the benefit of the Glenelg Shire community.

Teams within the CEO's department are:

- Economy & Investment
- Communications
- Organisational Development
- Digital Glenelg
- Council Support
- Visitor Information Centres
- Tourism & Events



David Hol

Director Corporate Services

The Corporate Services Director is accountable for the leadership and management of a multi-disciplinary team providing efficient operation in accordance with the value, objectives and goals of the organisation.

This team consists of the following services:

- Corporate Governance
- Finance and Rates
- Emergency
- OHS Management
- Town Planning and Building Services
- Local Laws
- Environmental Health
- Customer Service, Facilities Maintenance and Procurement



Edith Farrell

Director Assets

The Director Assets is responsible for managing and leading this department, whilst also supporting the Executive Team with financial management, community engagement, Council and organisational policy development. The Director Assets also aims to ensure that Council Plan objectives can be achieved, and a high level of customer service can be exercised by the Assets Department.

The Assets Department comprises of eight key service areas including:

- Asset management
- Engineering
- Waste management
- Operations
- Project planning and facilities.
- Local port management
- Airport and airfield management
- Environment and Sustainability



Paul Phelan

Director Community Services

Commenced May 2021

(Ann Kirkham, Acting Director Community Services until December 2020. There were three other Acting Directors between January 2021 to April 2021, Symonne Robinson, Julie Drechsler & Susie Lyons)

The Director Community Services is responsible for the efficient and effective delivery of a range of services for the community and provides support to projects which promote community capacity building and enhance community wellbeing. The Director Community Services also participates as a member of the Executive Team supporting the CEO who is responsible for guiding the overall strategic, financial, and business direction of the organisation.

The Director Community Services leads a multidisciplinary team across five key service unit portfolios;

- Community Wellbeing
- Children's Services
- Library and Information Services
- Aged & Disability Services
- Arts & Culture



Ann Kirkham

Chief Information Officer, Glenelg Futures

(Acting Director Community Services until December 2021)

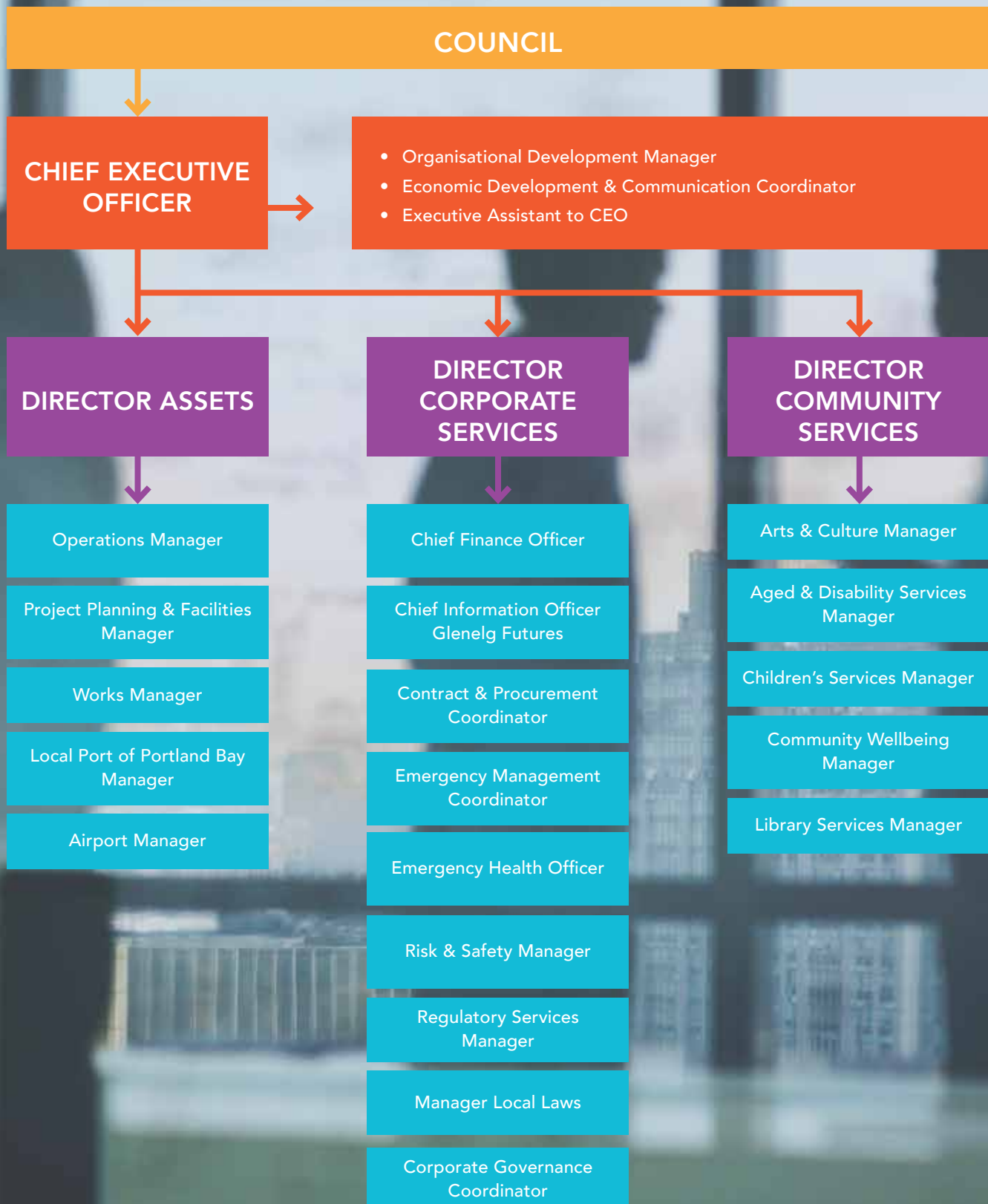
The Chief Information Officer is responsible for leading change, implementing business strategies and supporting cross functional teams that improve efficiencies, and creates a customer focused data driven organisation. The Chief Information Officer also participates as a member of the Executive Leadership Team providing support and strategic direction to the CEO.

The Chief Information Officer leads a multidisciplinary team across three key service unit portfolios;

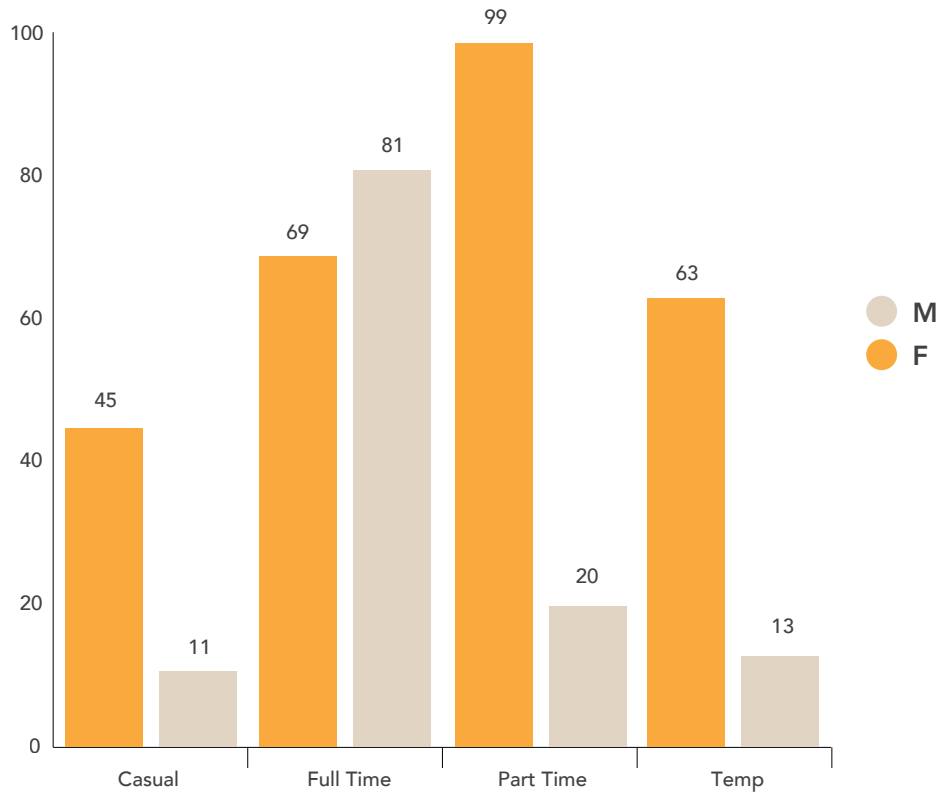
- Information Technology
- Information and Data (formerly Records)
- Digital Glenelg

OUR COUNCIL

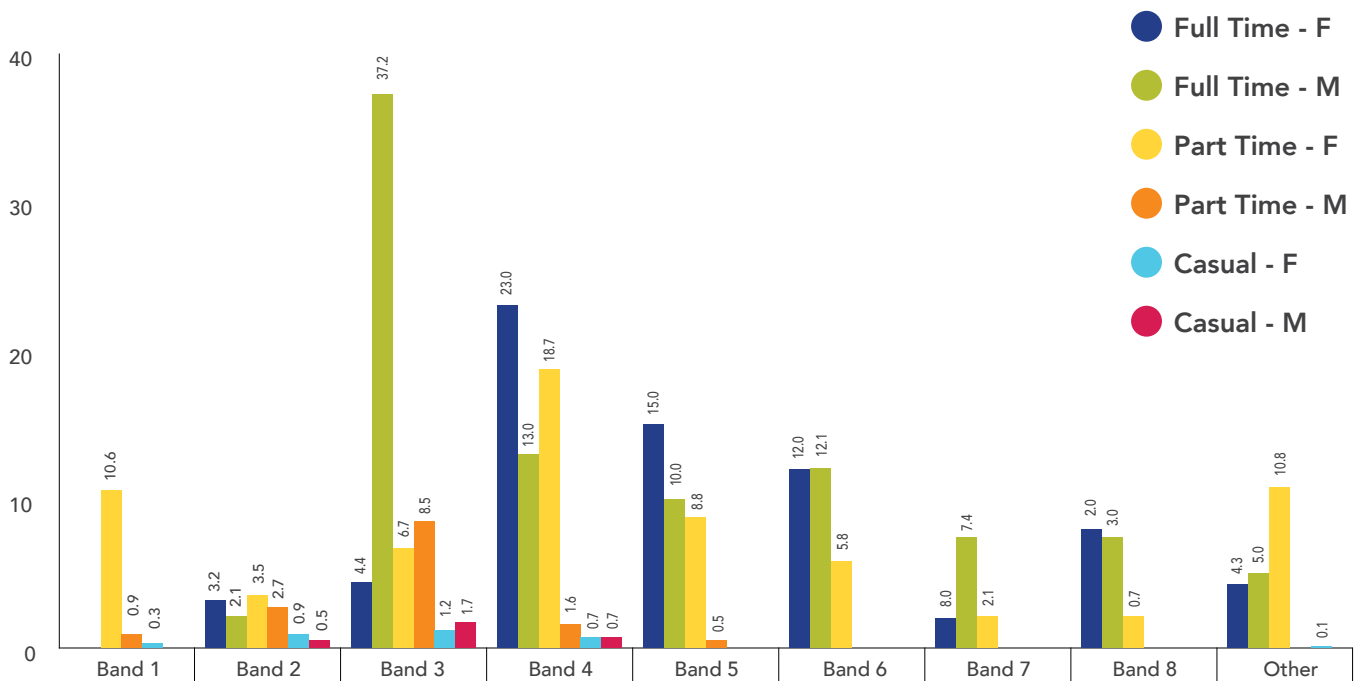
ORGANISATIONAL STRUCTURE



Employees



Council Staff



OUR PEOPLE

RECOGNITION OF STAFF AND THANK YOU WEEK

Glenelg Shire Council is committed to establishing a strong culture of recognition where employees know their efforts are appreciated and their contributions are valued. To demonstrate our on-going commitment and appreciation to staff Council holds an annual staff recognition event. This year our annual Staff Recognition and Thank you event was held virtually due to the ongoing Covid-19 Pandemic.

The Recognition of Staff and Thank You event provides an opportunity for staff to come together to acknowledge the efforts, contributions, dedication, and achievements within the organisation. The event improves our sense of belonging in the workplace and helps build a culture of mutual respect. Staff are also acknowledged for their years of service and commitment to the Council values.

The following 38 employees were recognised for their service to Council, ranging from 5 years to 30 years:

5 YEARS OF SERVICE

Gail Birch, Dianna Heard, Ricky Luke, Corey Williams, Becky Kanoa, Adam Smith, Rachael Fellows, Jessica Waite.

10 YEARS OF SERVICE

Loreen Mizzi, Roslyn Dodson, Loretta Voss, Lois Palfreyman, Joshua Searle, Janine Lloyd, Grant Alexander, Robert Clarke, Simon Lipscombe, Dean Mitchell, Vanez Kirkaldy.

15 YEARS OF SERVICE

Christopher Hodgetts, Yvette Parker, Kate Lyons, Norm Hogan, Jason Harvey, Sian Ruis, Jan Lineker, Danielle McGrath, Kirsten Jones, Susan Atwell, Jason Wilson.

20 YEARS OF SERVICE

Mary Spencer, Kim Elliot, Malcolm Armstrong, Cindy Moody, Lynette O'Brien, Maree Stanford.

25 YEARS OF SERVICE

Debbie Wombwell

30 YEARS OF SERVICE

Andrea Brewer



OUR PEOPLE

AWARDS & ACHIEVEMENTS

KELLY WYNNE

Master of Planning

WILL KERR

Bachelor of Civil Construction (Honours)

JANE RUGE

Bachelor of Arts — Majoring in Community Development & Aboriginal Community Work

KIM OVERALL

Certificate IV Human Resources

ROBERT CLARKE

AgVet Chemical Users Course

CARLY THOMPSON

Bachelor of Education (Birth to 5 Years)

LAUREN MILLARD

Bachelor of Applied Public Health & Bachelor of Global Studies

CARLOS CHAMBERS

Certificate III Heavy Commercial Vehicle Mechanical Technology Apprenticeship

MELANIE BENNETT

Nomination for 2020 LGPro Emerging Leaders Award (High Commendation)

KAREN MEYRICK

Ankle Biters Relay for Life Team (continued contribution to team and fundraising efforts)

PORTLAND LIBRARY

2020 LGPro Award for Refurbishment of Portland Library

OUR PEOPLE

OTHER STAFF MATTERS

LEARNING AND DEVELOPMENT

At Glenelg Shire Council we are committed to developing and growing our employees by investing in professional development, leadership and wellbeing opportunities. Employees are encouraged to enhance their skills through a variety of methods, enabling them to meet both the current and future needs of the organisation.

Face-to-face learning ceased in March 2020 due to Covid-19. Alternative methods of learning and development continued to be promoted through Council's online learning system as well as online delivery of curated workshops and online workshops, with a particular focus on health and wellbeing.

Our focus was to promote resilience and employee wellbeing during Covid-19 and streamline internal processes to enable good communication between staff and Managers.

A variety of different programs were able to be delivered across the topics of leadership, mental health and wellbeing management, gender equity, community engagement and sexual harassment. We also held several Lunch and Learn sessions to build employees knowledge and capabilities across the organisation.

Council continues to provide education assistance to staff undertaking relevant undergraduate and postgraduate degrees, with 6 staff members currently studying with the support of Glenelg Shire Council.

In addition to this, many individuals participated in informal role specific training and development opportunities.

BUILDING OUR LEADERSHIP CAPABILITY

We strive to continually improve and build capability with a key focus on leadership development for all staff. Our leadership programs identify and develop both our current and emerging leaders, ensuring all leaders are equipped to inspire, motivate and engage their teams. With the additional challenges of Covid-19, this year we have focused on resilient, values-based leadership.

EQUAL OPPORTUNITY & HUMAN RIGHTS

Being an equal opportunity employer, Glenelg Shire Council is committed to ensuring a workplace free from discrimination and harassment, providing the same benefits and opportunities to everyone.

Council promotes and encourages equal opportunities through:

- Ensuring there is no discrimination relating to the protected attributes listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation.
- Ensuring a workplace free from bullying and harassment.
- Delivery of ongoing equal opportunity training so staff know their obligations and rights.
- Delivering Charter of Human Rights training for all staff.
- Participation in the Victorian Equal Opportunity and Human Commission led Human Rights Week.
- Organisational Sexual Harassment training.
- Providing a range of flexible work arrangements.
- Providing family violence leave and support.
- Commitment to workplace diversity through local partnerships to promote access and inclusion.

CHILD SAFE

Council is committed to creating and maintaining a child safe organisation, ensuring the safety and wellbeing of children and young people. Council's Child Safe policy was developed and adopted in 2017 in response to the Betrayal of Trust Inquiry, demonstrating our commitment to the Child Safe Standards and Reportable Conduct Scheme.

We continue to further embed a culture of child safety, through the implementation of the new Child Safe Standards commencing in July 2022. The new standards provide more clarity and are more consistent with Standards in the rest of Australia.

GENDER EQUALITY

Gender equality prevents violence against women and girls and makes our community safer and healthier. Gender equality is a human right.

In 2020 the Victorian Government introduced new reforms through the *Gender Equality Act*. The Act commenced on 31 March 2021 and requires Council to report on what we are doing to progress gender equality in the workplace.

Glenelg Shire Council is committed to equal rights for men and women. We aim to promote Gender Equality through educating both staff and the wider community while implementing a new way of thinking, applying a gender lens over all that we do.

Key actions for Council to deliver include a workplace gender audit that will form the basis of a new four-year Gender Equality Action Plan and the undertaking of Gender Impact Assessments to create better and fairer outcomes, ensuring all people have equal access to opportunities and resources.

TRAINEESHIPS & NEW INITIATIVES

Our Traineeship and Apprenticeship programs provide upskilling and reskilling opportunities within the community. Predominantly supporting younger people, this program is critical to our future growth and success. The past 12 months has seen Council broaden the range of traineeships and apprenticeships it offers.

In February 2021 two outgoing Trainees successfully completed 12 months with Council and attained their Cert III Business Administration. In June 2021 our IT Trainee successfully completed 18 months and obtained his Cert III in Information Technology.

2021 saw the commencement of an Automotive Apprenticeship (Heywood) and two Horticulturalist Apprenticeships (Portland & Casterton). This program continues to be expanded to include traineeships in Aged & Disability, Occupational Health & Safety, and Youth Development services.

Council is committed to further Early Childhood Education traineeships throughout 2021 in both Long Day Care and Kindergarten settings.



OUR PEOPLE

OTHER STAFF MATTERS



"I'm really enjoying learning on the job. My traineeship allows me to study while building the skills I need to do this job well. The people I work with are very supportive and make it even more enjoyable!"

- MANNING

"Manning is enthusiastic, engaged and very popular with the children within the Centre. He is a true asset to our team"

- COUNCIL



"Working within the community with vulnerable people is something that I really enjoy doing, I enjoy supporting people to stay independent. This traineeship allows me to study and complete practical at the same time."

- LARA

"Lara has fantastic interpersonal skills that allows her build real connections with the community she is supporting. Her traineeship also gives her a chance to put the skills she is developing into practice in a real workplace environment."

- COUNCIL

BUILDING SURVEYOR CADETS

The Building Surveyor Cadets continue to progress through their training and have commenced attending onsite inspections with our existing building staff. It is anticipated they will complete with completion of their qualifications anticipated for in January 2022.

MENTORS AND MENTEEES 2021

Trainees and Apprentices at Council are assigned a Mentor who is an existing and experienced employee. The Mentor and Mentee relationship plays an important role in each Trainee or Apprentices development through their professional journey. During Covid-19 online "Cuppa-Mentor" was introduced with future development activities are planned to be scheduled for late 2021.

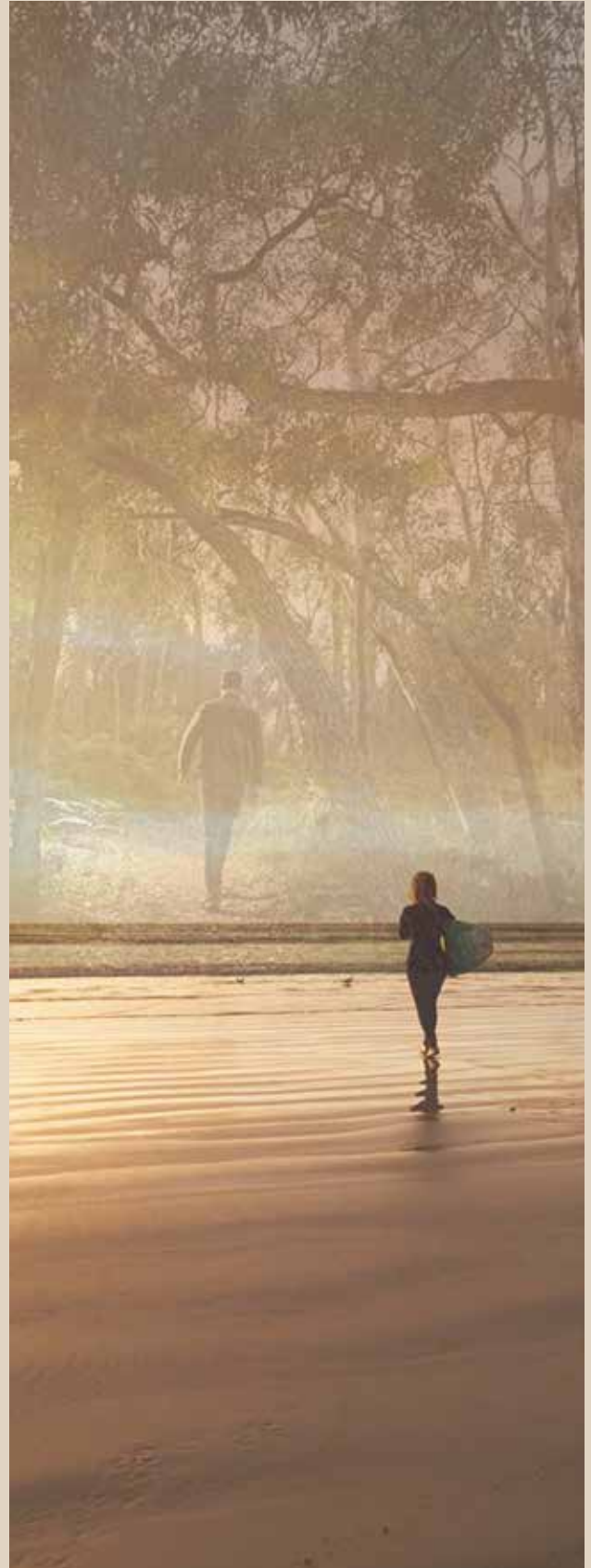
ENTERPRISE AGREEMENT

Glenelg Shire Council's current Enterprise Agreement expired on 30 June 2021. In order to negotiate a new agreement Council commenced fortnightly meetings with bargaining representatives in mid-February. Bargaining continues, with updates provided to staff as decisions are reached.

The parties to the agreement are Council (via the CEO), its employees covered by the EA and the three relevant Unions, namely the Australian Services Union (ASU), APESMA (trading as Professionals Australia) and the Australian Nursing & Midwifery Federation (ANMF). The Union Organisers are acting as a bargaining representative on behalf of their members.

Council aims to have an enterprise agreement in place that is fair, sustainable, affordable and provides certainty around terms and conditions of employment.

When a draft agreement has been developed a copy will be provided to all staff prior to endorsement. To come into operation the new Enterprise Agreement must be supported by a majority of employees who cast a vote. It must then be approved by the Fair Work Commission.



GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

GOVERNANCE

MEETINGS OF COUNCIL

Councillor	Council Meeting	Special Council Meeting	Total	Approved Leave of Absence
Cr Michael Carr	8	1	9	
Cr Chrissy Hawker	12	1	13	
Cr Scott Martin	8	1	9	
Cr Anita Rank	12	1	13	
Cr Jayden Smith	8	1	9	
Cr Karen Stephens	12	1	13	
Cr Gilbert Wilson	10	1	11	2
Former Cr Robert Halliday	4	n/a	4	
Former Cr Alistair McDonald	4	n/a	4	
Former Cr Geoff White	4	n/a	4	

COUNCILLOR CODE OF CONDUCT

Councillors unanimously adopted a Councillor Code of Conduct at the 23 February 2021 Council Meeting.

This Code Outlines the roles of Council, the Mayor and Councillors and Includes the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as Councillors. The code also sets out the resolution procedures for dealing with any alleged contraventions of the Code.

All Councillors of the Glenelg Shire Council have sworn the Oath or Affirmation of Office to undertake the duties of the office of Councillor in the best interests of the municipal community and to abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

A Councillor must, in performing the role of a Councillor, treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect.

INTERNAL AUDIT

All Councillors are subject to the requirements of the Governance Rules adopted under section 60 of the *Local Government Act 2020*. These Governance Rules outline the requirements around misuse of position, confidentiality and the process for Conflict of Interest declarations.

Councillors are required to:

- Avoid situations that may give rise to conflicts of interest, where practicable;
- Identify any conflicts of interest; and
- Disclose or declare conflicts of interest.

Councillors must not participate in discussion or decision making on a matter in which they have a conflict of interest. Councillors must disclose the conflict of interest in writing and in the form determined by the Chief Executive Officer and when disclosing a conflict of interest, Councillors must clearly state their connection to the matter.

All disclosures of conflicts of interest are recorded in the minutes of the Council Meeting. For the 20/21 year there were 19 Conflict of Interests declared.

COUNCILLOR ALLOWANCES

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance whilst performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance and is provided full use of a vehicle.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. In this instance the Glenelg Shire is recognised as a category two Council.

Councils are required to review allowance levels by 30 June in the year following a general election and the allowance level determined remains in effect for the full term of the Council, subject to any variations or adjustments by the Minister for Local Government. Allowance levels are subject to annual automatic adjustments that are announced in the Victorian Government Gazette by the Minister for Local Government.

In March 2017, Council set the Councillor Allowance at \$24,730 per annum and the Mayoral allowance at \$76,521 per annum including an amount equivalent to the superannuation guarantee of 9.5 per cent of the relevant allowance. The details of the Councillor and Mayoral Allowances are set out in the table below:

COUNCILLOR ALLOWANCES	
Councillor	Sum of Amount
Michael Carr	\$21,165
Robert Halliday	\$6,566
Chrissy Hawker	\$27,732
Scott Martin	\$21,165
Alistair McDonald	\$6,566
Anita Rank	\$84,971
Jayden Smith	\$21,165
Karen Stephens	\$27,732
Geoff White	\$6,566
Gilbert Wilson	\$27,732
Grand Total	\$251,360

COUNCILLOR EXPENSES

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as an elected Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

For Councillors to fulfill their civic, statutory and policy making functions, the provision of a range of necessary and appropriate facilities and the reimbursement of expenses are made to the Mayor and Councillors in line with Council's strategic objective 'Leading Glenelg'.

The details of Councillor expenses including reimbursement for each Councillor paid by the Council for the 2020/2021 year are set out in the table below:

Key

CM — Car Mileage

CT — Conference, Training & Other Expenses

IC — Information & Communication Expenses

TR — Travel Expenses

CC — Child Care

COUNCILLOR EXPENSES						
Councillor	CM	CT	IC	TR	CC	Grand Total
CARR	-	\$387	\$2,465	-	-	\$2,852
HALLIDAY	-	-	\$602	-	-	\$602
HAWKER	-	\$387	\$2,969	-	-	\$3,356
MARTIN	-	\$737	\$2,502	\$1,274	-	\$4,514
MCDONALD	-	-	\$490	-	-	\$490
RANK	-	\$1,478	\$3,296	\$1,530	-	\$6,304
SMITH	-	\$387	\$2,512	\$385	-	\$3,284
STEPHENS	\$4,447	\$1,228	\$4,170	\$5,733	-	\$15,578
WHITE	-	-	\$459	-	-	\$459
WILSON	\$153	\$1,487	\$3,105	\$997	-	\$5,742
Grand Total	\$4,600	\$6,091	\$22,569	\$9,919	-	\$43,180

AUDIT AND RISK COMMITTEE

The Glenelg Shire Council's Audit and Risk Committee is a Committee of Council, established under Section 53 of the Local Government Act 2020.

The Glenelg Shire Council Audit and Risk Committee is a skill-based group where independent members will possess a range of skills and significant expertise in financial management and risk and public sector management.

The Audit and Risk Committee's role is to support Council in discharging its responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, maintenance of a sound internal control environment, assurance activities including internal and external audit of Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

In 2020/21 the Audit and Risk Committee consisted of four independent members, along with three Councillors including the Mayor. The term of each Independent Members is four years. The Chairperson is appointed by the Committee annually. Audit and Risk Committee Members receive an allowance per meeting.

The Committee met on four occasions during 2020/21, providing advice to the Council on a wide range of issues including:

- Internal Audit Program;
- Risk Management;
- Business Continuity;
- Internal control processes;
- Monitoring of Statutory Compliance;
- Review of Annual Financial Statements; and
- Review of Council's financial position.

AUDIT AND RISK COMMITTEE				
Member Name	Meeting 1 10 September 2020	Meeting 2 10 December 2020	Meeting 3 4 March 2021	Meeting 4 3 June 2021
Mr Philip Saunders (Chairperson)	✓	✓	✓	✓
Ms Bonnie Holmes	✓	✓	✓	✓
Ms Teresa Paris	✓	✓	✓	✓
Mr David Stafford	✓	✓	✓	✓
Cr Anita Rank	✓ (2016–2020 Council term)	✓ (2020–2024 Council term)	✓	✓
Cr Karen Stephens	✓ (2016–2020 Council term)	✓ (2020–2024 Council term)	✓	✓
Cr Alistair McDonald	✓ (2016–2020 Council term)	Not applicable	Not applicable	Not applicable
Cr Michael Carr	✓	✓ (2020–2024 Council term)	✓	✗

✓ = Attended ✗ = Apology received

INTERNAL AUDIT

Council's Internal Audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council.

Council adopted a risk based Strategic Internal Audit Plan for the period July 2018 – June 2021, which is reviewed annually to ensure the audit resources remain focused on the appropriate areas.

The following Audits were undertaken in accordance with the adopted Strategic Internal Audit Plan July 2018 – June 2021.

- Review of Occupational Health and Safety Non-Conformance matters arising from the National Self-Insurer OHS Management System Compliance Assessment;
- Review and Assessment of Council's Road Management Plan;
- Review of Human Resources Bullying and Harassment;
- Review of Fuel Cards; and
- Review of Procurement Quotation Threshold \$5,000 to \$14,999.

Throughout the year Council continued to maintain a panel contract for the provision of internal audit services to undertake specific audits as required.

EXTERNAL AUDIT

Council's External Auditor is the Victorian Auditor General.

The annual External Audit of Council's Financial Statements and Performance Statement for 2020–2021 was conducted by the External Auditor, RSD Audit. The External Auditors attended the June Audit and Risk Committee meeting to present the External Audit Strategy and Interim Management Letter for the financial year ended 30 June 2021.

FRAUD & CORRUPTION

Council maintains an adopted Fraud and Corruption Policy that clearly outlines the expected conduct of employees, volunteers and contractors of the Glenelg Shire in relation to the prevention, detection and reporting of fraud and corruption across the organisation.

Council will not tolerate fraud and corruption in any form and is committed to:

- Preventing fraud and corruption in the workplace;
- Ensuring immediate and appropriate investigation procedures are implemented in the case that fraud and corruption is suspected;
- Referring cases of suspected fraud and corruption to the authorities following due investigation;
- Applying appropriate disciplinary penalties should fraud and corruption occur; and
- The recovery of any loss suffered through fraudulent and corrupt activity.



GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

STATUTORY INFORMATION

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the *Local Government Act 2021*:

- 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 councillor or any member of council staff in the previous 12 months;
- Minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- 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, and
- 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.

COMPLAINTS REGISTER

Glenelg Shire Council have an adopted Complaints Policy, and during the 2020–2021 period Council received 17 reportable customer complaints which were all actioned in accordance with this policy.

BEST VALUE

Best value of Council services continues to be part of continuous improvement throughout the organisation. Throughout the 2020/2021 year the delivery of the cleaning services for Council have now been brought back to an in-house structure providing a more efficient service for the community. Council is also currently transitioning the Domestic Animal Pound services from a contract arrangement to an in-house model which is also expected to provide efficiencies and Council is actively involved in discussions with neighbouring Councils regarding the development of a regional pound facility.

CONTRACTS

During the year Council did not enter into any contracts valued at \$150,000 or more for services, or \$200,000 or more for works, or more of a kind specified in section 186(5)(a) and (c) of the Act. Council also did not enter into any other contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works, without engaging in a competitive tendering process.

CARERS RECOGNITION ACT 2012

Council is committed to the *Carers Recognition Act 2012* and seeks to support and acknowledge the important role of carers and their families, through the ongoing provision of services of respite and social support programs. Council has provided further support for people in care relationships through a piloted Dementia Support Group, in response to an identified gap in the community. This program seeks to further support carers social wellbeing and health by providing support to those in our community with dementia and provide respite for their carers and linking carers to additional support services and networks and workshops.

DISABILITY ACTION PLAN

The guiding principles of the Disability Action Plan framework are woven throughout the Municipal Health and Wellbeing Plan for the purpose of improving access and inclusion for persons with a disability within our community.

The Access and Inclusion (Disability) Action Plan adopts a whole-of-Council approach imbedded into the Council Plan and Health and Wellbeing plan, focusing on building a community that is accessible and inclusive to people of all-abilities and supporting their carers and families.

The four core areas of focus are;

- Reducing barriers to people with a disability accessing goods, services and facilities.
- Promote inclusion and participation in the community of people living with a disability.
- Reduce barriers to people living with a disability obtaining and maintaining employment.
- Achieve tangible change in attitudes and practices which discriminate against people living with a disability.

DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with Section 68A of the *Domestic Animals Act 1994*, Council developed and adopted a four-year Domestic Animal Management Plan which commenced in 2017 and will conclude in 2021. A new Domestic Animal Management Plan (DAMP) will be prepared and adopted in November 2021 and will conclude in 2025. A thorough community consultation process will help to inform the DAMP strategies and direction for the next four years along with learnings from the previous DAMP.

The DAMP identifies Council's direction with regard to domestic animal management, services and policies. Many of the items identified in the current plan have been undertaken including two high volume cat de-sexing clinics and installation of numerous dog bag dispensers throughout the Shire.

It is highly recognised that animals form an integral part of many families and it is Council's aim to encourage responsible pet ownership at all times. A review of the DAMP is required annually with updates submitted to the Secretary of the Department of Economic Development, Jobs, Transport and Resources.

PRIVACY AND DATA PROTECTION ACT 2014

Council is committed to protecting an individual's right to privacy. The necessary steps are taken to ensure the personal information that customers and residents share with us remains confidential.

Personal information is handled in accordance with the *Privacy and Data Protection Act 2014* and *Health records Act 2001*. Council has a Privacy Policy in place which sets out the requirements of the management and handling of personal information. The Privacy Policy is available on request or from Council's website www.glenelg.vic.gov.au

One privacy complaint was received in 2020/2021.

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 2020–2021 financial year. No such Ministerial Directions were received by Council during the financial year.

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

STATUTORY INFORMATION (CONTINUED)

FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* gives the community right to access information in the possession of Council. The general right of access to information is limited only by exceptions and exemptions which have been prescribed to protect essential public interests and the private or business affairs of people about whom information is held by Council.

The Act has four main functions:

- To provide a general right of access to documents;
- To enable individuals to amend incorrect information about them held by agencies;
- To provide rights of appeal in relation to the previous two functions and
- To require agencies to publish certain details about themselves and their functions.

For more information regarding Freedom of Information, please refer to the Glenelg Shire's website www.glenelg.vic.gov.au or visit the Office of the Victorian Information Commissioner (OVIC) website www.ovic.vic.gov.au.

Ms Kylie Walford, Corporate Governance Coordinator is authorised under Section 26(1) of the *Freedom of Information Act 1982* to make decisions in respect of Freedom of Information requests made to Glenelg Shire Council.

The Principal Officer of Council is Mr Greg Burgoyne, Chief Executive Officer.

Requests to access documents under the *Freedom of Information Act 1982* must be in writing, accompanied with an application fee (see the Glenelg Shire website for the current fee amount www.glenelg.vic.gov.au) and addressed to:

**Freedom of Information Officer
Glenelg Shire Council
PO Box 152
Portland 3305**

FREEDOM OF INFORMATION

Freedom of Information	2020/21
Total number of requests	1
Access granted in full	0
Access granted in part	0
Other (eg withdrawn, Act does not apply, No documents)	1
Access denied in full	0
Number of internal reviews sought	0
Number of external reviews sought	0
Number of appeals lodged with the Victorian Civil & Administrative Appeals Tribunal	0
Total fees and charged collected	\$29.60

DELEGATIONS

Council appoints the Chief Executive Officer for the purpose of managing the organisation, and executing powers and functions delegated by the Council. Some of these powers are further delegated to senior officers and staff. Council regularly reviews the powers delegated to update legislative, organisations and staff changes. The following Instruments are used to delegate powers, functions and duties.

- S5 Instrument of Delegation to CEO
- S6 Instrument of Delegation — Council to Staff members
- S7 Instrument of Sub-Delegation by CEO
- Instrument of Sub-Delegation as Port Manager to Staff
- Instrument of Delegation from the Port Manager to Members of Staff
- Instrument of Delegation Waterway Manager
- Instrument of Delegation Committee of *Management Crown Land (Reserves) Act 1978*
- S12 Instrument of Delegation from Municipal Building Surveyor
- S13 From Chief Executive Officer to Members of Council Staff
- S14 Instrument of Delegations by CEO for Vicsmart Applications under the *Planning and Environment Act 1987*
- S18 Instrument of Sub-Delegation under the *Environment Protection Act 2017*
- S18A Instrument of Sub-Delegation of Council's powers and functions under *Environment Protection Act 2017*

PROTECTED DISCLOSURE PROCEDURES

The *Protected Disclosure Act 2012 (Vic)* provides protection to persons who disclose information about improper conduct by public bodies and public officer. It also provides protection from detrimental action in reprisal, together with providing confidentiality of the content of disclosures and the identity of the persons whom make disclosures.

Council has adopted a Public Interest Disclosure (Whistleblower) Procedures document. A copy can be downloaded from the Glenelg Shire website www.glenelg.vic.gov.au or obtained from Council's protected disclosure coordinator, Director Corporate Services.

During the 2020/21 year 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 summary of any Ministerial Direction in its Annual Report. No such Ministerial Directions were received by Council during the 2020–2021 financial year.

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with sections 46GM and 46QM of the *Planning and Environment Act 1987*, a Council must, in its Annual Report, publish a report of any infrastructure or development contributions received during the year. No such contributions were received in the 2020–2021 financial year.

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

STATUTORY INFORMATION (CONTINUED)**LOCAL GOVERNMENT
PERFORMANCE INDICATORS**

All Councils in Victoria were advised that the method of conducting the annual community satisfaction surveys would change. Subsequently results of the two previous community satisfaction surveys are arguably not directly compatible to those from 2012 onwards. The recent scores have a weighting applied post survey. Prior to this, scores were not weighted.

ITEM	DESCRIPTION	RESULT 2017–18	RESULT 2018–19	RESULT 2019–20	RESULT 2020–21
1	Community satisfaction rating for overall performance generally of council	59	59	60	61
2	Community satisfaction rating for Council's advocacy and community representation on key local issues	59	56	59	57
3	Community satisfaction rating for Council's engagement in decision making on key local issues	60	57	58	57
4	Average rates and charges per assessment	\$1,920	\$1,915	\$2,024	\$2,030
5	Average residential rates and charges per assessment	\$1,225	\$1,262	\$1,299	\$1,306
6	Average operating expenditure per assessment	\$3,302	\$3,257	\$4,005	\$3,992
7	Average capital expenditure per assessment	\$845	\$697	\$765	\$937
8	Average liabilities per assessment	\$2,284	\$2,041	\$2,769	\$3,228
9	Operating result per assessment	\$263	\$386	-\$247	-\$13



OUR PERFORMANCE

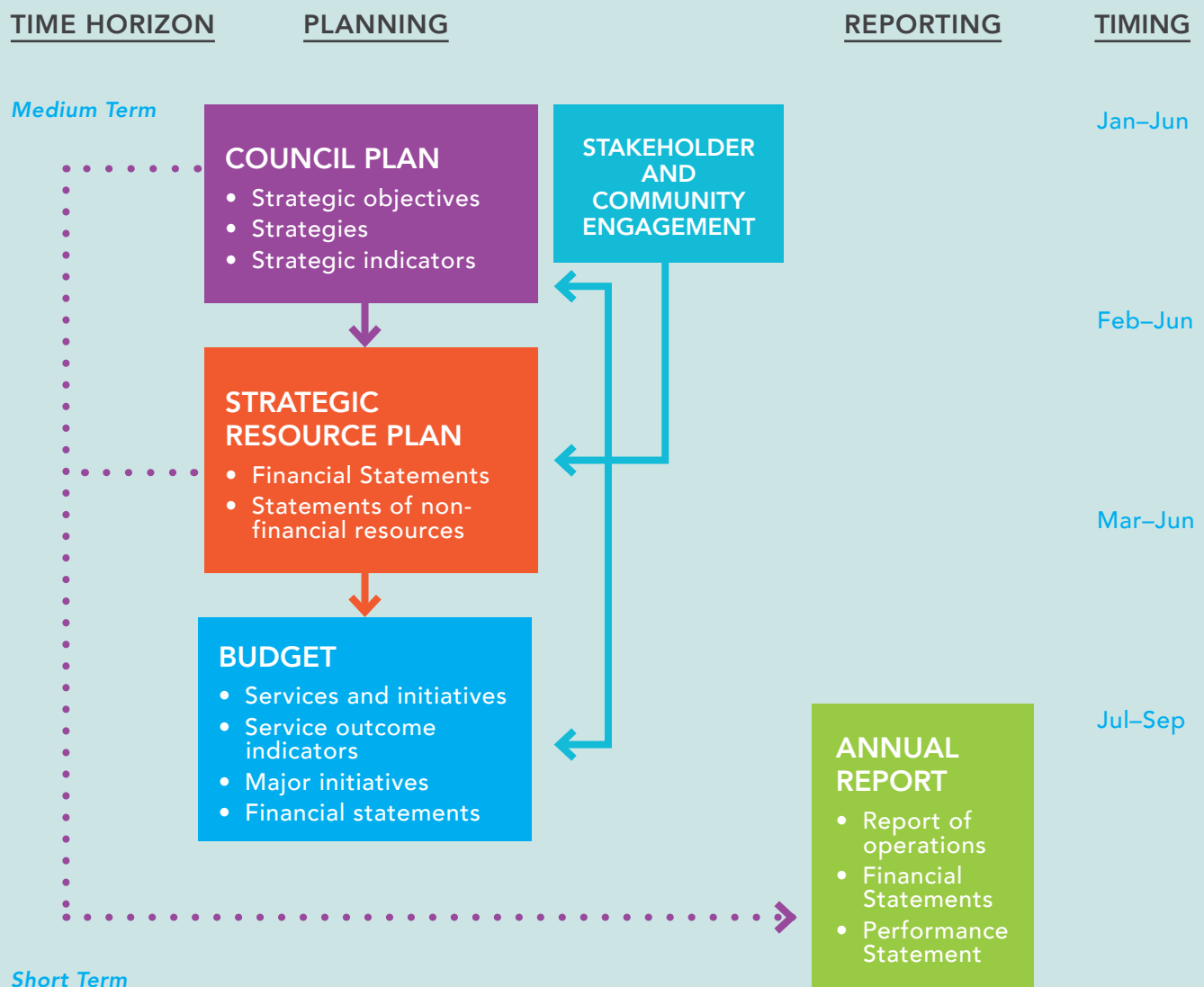
PLANNING & ACCOUNTABILITY FRAMEWORK

PERFORMANCE AND ACCOUNTABILITY FRAMEWORK

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

- A council plan within the six months after each general election 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
- 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.



This Annual Report reflects year four (2020–2021) of the 2017–2021 Council Plan.

COUNCIL PLAN



Growing Glenelg

Sustain and grow a diverse economy and social prosperity



Connecting Glenelg

Connecting people, places and spaces



Liveable Glenelg

Embracing inclusive, healthy, sustainable and diverse cultures for living



Creative Glenelg

Creative, inspired, forward-thinking and action-oriented



Leading Glenelg

Create shared visions within the community, ensuring agreed outcomes

HOW TO READ THIS REPORT

The icons in the below table are used throughout this report as a key to represent the progression stages of each task, project or objective identified by the Glenelg Shire Council.

GUIDE TO ICONS USED IN THIS REPORT



Achieved

The Achieved icon will be used when a project/plan has been successfully completed.



Delayed

The Delayed icon will be present in this report when a project/plan has been identified as postponed, not on track or redefined.



In Preparation

The In Preparation icon will be used in this report when a project/plan is in its planning stage and the details are being prepared.



On Track

The On Track icon will be used when a project/plan is progressing, and is likely to achieve what is required within the time identified in the scheduling plan.



Ahead of Schedule

The Ahead of Schedule icon will be used when a project/plan is likely to be completed earlier than planned.

PERFORMANCE

Council's performance for the 2020–2021 year has been reported against each strategic objective to demonstrate how council is performing in achieving the 2017–21 council plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the council plan.
- Progress in relation to the major initiatives identified in the budget.
- Services funded in the budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.

OUR PERFORMANCE

PERFORMANCE

THEME 1 —
GROWING GLENELG

*Sustain and grow a diverse economy
and social prosperity*

SERVICES

The following statement provides information in relation to the services funded in the 2020–2021 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST	ACTUAL BUDGET
		VARIANCE	\$'000
Economy and Investment	Manage development enquiries and opportunities. Outcomes include advocating, networking to attract investments and sourcing/facilitating external grant funding opportunities to assist in the delivery of council projects.		196
			<u>272</u>
			(75)
Casterton Caravan Park	Manage and maintain the council owned caravan park at Casterton. This facility consists of 22 sites.		(10)
			<u>(8)</u>
			(2)
Portland Bay Holiday Park	Since March 1930, the council have been the committee of Management for this facility which is located close to the CBD.		(99)
			<u>(100)</u>
			0
Tourism and Events Management	Manage three Visitor Information Centres. Administer grant funding for more than 20 events each year and responsible for tourism marketing.		838
			<u>1,222</u>
			(384)
Casterton Saleyards	Operation of the saleyards with input from an advisory committee made up of industry representatives and councillors. The yards host up to 6 store cattle sales plus a summer sheep sale per year.		102
			<u>(3)</u>
			105
Quarries	Management of 6 operating limestone quarries for provision of road construction and maintenance materials.		(249)
			<u>(35)</u>
			(214)
Local Port of Portland	Management of multiple maritime facilities within the Portland Harbour including commercial and recreational fishing and boating.		82
			<u>0</u>
			82

INITIATIVES






Fees and charges will remain as per the current pricing from the 2019–2020 schedule to ensure Council can support the community by reducing any financial burden where possible.

SERVICE PERFORMANCE INDICATORS (LGPRF)

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Economy and Investment	Economic Activity	Businesses registered within the shire.	Number of ABN registered businesses at 30/6/2020 as a percentage of the number registered at 1/7/2019.
Economy and Investment	Economic Activity	Casterton Caravan Park activity	Number of sites utilised during the year as a percentage of sites available.

COUNCIL PLAN PROGRESS

The following table reviews the performance of Council against the Council Plan 2017–2021.

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 1 – GROWING OUR ECONOMY/ECONOMIC DEVELOPMENT DIVERSIFICATION			
Support a diverse range of employment opportunities	Develop an investment prospectus for areas to address industry and agriculture to diversify our economy	Agricultural Investment Prospectus for the entire Great South Coast Region was developed by Food & Fibre Great South Coast in February 2020.	
Glenelg Shire is a centre for innovation and creativity to help build economic sustainability	Meet with government and industry representatives to promote investment and government funding in the shire	Continued. Government funding opportunities are regularly communicated through our tourism and events business newsletter and to relevant local business groups.	
Create strategies to encourage new business development	Identify a space for start-ups to use within the shire and work with emerging businesses	Currently exploring alternative funding streams and models to deliver a workable space that meets the needs of current and emerging businesses and possibly also students.	
Support the growth of existing businesses	Provide support to business groups in Portland, Heywood and Casterton	Implementation of Business & Tourism e-newsletter to provide support and linkages to businesses. Promotion of online business training and networking opportunities has been ongoing. Shire facilitated the staffing of the Small Business Bus in Portland and Casterton.	
FOCUS 2 – GROWING THE POPULATION/POPULATION ATTRACTION			
Promote the shire to attract new residents/immigration and refugee relocation	Develop a value proposition for population attraction and retention	Continued work with Designated Area Migration Agreement (DAMA). Attended the Regions Rising summit in Canberra and are working to promote 'move to more' campaign.	

OUR PERFORMANCE






PERFORMANCE (CONTINUED)



THEME 1 — GROWING GLENELG

*Sustain and grow a diverse economy
and social prosperity*

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 3 – GROWING TOURISM			
Promote Budj Bim values within and outside of Glenelg Shire	Update visitor information material for Budj Bim	Project Control Group is updating Visitor Information Centre's on Budj Bim development progress. Infrastructure still in construction so promotional material on hold until later in the year.	
	Actively participate in the Aboriginal Advisory Committee to implement Stage 1 of the Budj Bim Development Plan	Achieved. Ongoing participation and support provided through Budj Bim Project Control Board.	
Continue to partner with Great Ocean Road Regional Tourism (GORRT)	Continue Council's attendance at all Great Ocean Road Regional Tourism (GORRT) board meetings	Mayor Cr Anita Rank continued attendance and participation on the Great Ocean Road Regional Tourism (GORRT) board.	
	Develop other townships within the shire under the destination brand as developed by GORRT	Casterton and Nelson Destination Actions Plans developed, launched and implemented. Portland Destination Action Plan action group has not been convened due to Covid-19 restrictions.	
Promote natural and recreational assets Promote iconic events and develop new and emerging opportunities throughout the shire	Develop three marketing initiatives per year to promote Growing Glenelg	Continued the Glenelg Vic Tourism marketing through television campaigns.	
Continue to promote Portland as a destination for cruise ships	Meet with cruise ship operators annually to promote Portland as a cruise ship destination	On hold due to Covid-19.	
FOCUS 4 – SKILLS DEVELOPMENT			
Support opportunities for life-long learnin	Continue to support Beyond the Bell program initiatives	Continued attendance at Beyond the Bell Local Action Group meetings by Children's Services Manager & Community Wellbeing Manager	
	Support linkages to training and development opportunities in innovation, entrepreneurship and technology to local businesses and education providers	Ongoing partnership with Melbourne Innovation Centre to deliver online digital skills training. 'Ideas Place' start up support program began in quarter 3.	

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
	Create partnerships with education providers and establish a direction to support and encourage higher education and upskilling in our community	Continued attendance at Beyond the Bell Local Action Group meetings by Children's Services Manager & Community Wellbeing Manager. Appointed a Youth Trainee in the Community Services Department. Stepping Stones program rolled out in Casterton. Council and South West TAFE continuing work to strengthen the partnership and student placements program.	
Support partnerships between employers and education	Meet with service providers at least annually	Continued work with South West TAFE to support students completing qualifications while on the job learning. Agreement established between Glenelg Shire Council and Deakin University focusing on increasing local participation in tertiary education. This agreement aims to unlock the economic potential of the region. Commenced Building Surveyor Cadetship Program in 2020.	
	Develop informal learning programs and activities across the shire	Training and digital literacy programs back operating after being temporarily suspended during Covid-19 restrictions. Library e-newsletter continued. Book a librarian session recommenced after Covid-19, to provide computer assistance to the community.	
	Continue to offer traineeships, work placements and scholarships	Five Traineeships and Three Apprenticeship placements offered for 2021, in Children's Service, Aged & Disability, Administration Support, Youth Services, Occupational Health & Safety, Diesel Mechanics and Horticultural.	
	Support community engagement through volunteering/work placement opportunities for youth through various volunteering organisations and Council events	Youth Mental Health First Aid course offered to teachers in all high schools and the broader community who work with or interact with young people. Live4Live, Skittles and FReeZA groups continued to meet and participate in activities online, due to Covid-19.	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 2 — CONNECTING GLENELG

Connecting people, places and spaces

SERVICES

The following statement provides information in relation to the services funded in the 2018/19 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL
		BUDGET VARIANCE \$'000
Library Services	Provision of services at 3 libraries, Portland, Heywood and Casterton and outreach in smaller townships. Customer focused on catering for cultural, educational, recreational needs of communities.	328 555 (227)
Aerodromes	Council owned and operated airport at Portland with regular commercial services provided by Sharp Aviation. Other uses are Royal Flying Doctor, charter, private and emergency services, Casterton Airfield is used strategically for aerial fire operations and air ambulance.	182 289 (107)
Road Infrastructure Maintenance	Regulatory compliance and management of road infrastructure including sealed and unsealed roads, footpaths, drainage, kerb and channels, signage, roadside vegetation, culverts, footbridges and fireplugs.	4,335 2,045 2,290

SERVICE PERFORMANCE INDICATORS (LGPRF)

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Libraries	Participation & Utilisation	Active Library Members	Number of library members at the 3 Shire libraries as a percentage of the Shire population. Number of times a library resource is borrowed.
Roads	Satisfaction	Satisfaction survey with sealed local road condition	Community satisfaction rating out of 100 on how council has performed on the condition of sealed local roads. Number of sealed local road requests per 100km of sealed local roads.

SERVICE PERFORMANCE INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
Libraries						
LB1	Utilisation <i>Physical library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	2.74	3.11	2.53	2.37	Note: From 2019–20, this indicator measures the performance of physical library items as a subset of the wider library collection.
LB2	Resource standard <i>Recently purchased library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	46.23%	45.45%	48.56%	48.03%	
LB4	Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	17.76%	18.48%	14.57%	14.74%	Due to Covid-19, library has not been 100% operational and have been operating with contact less services, however only borrowers within the restrictions limits can use the 'Click and Collect' model.
LB5	Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	New in 2020	New in 2020	\$37.05	\$31.65	Due to Covid-19 library has not been 100% operational and have been operating with minimal staff to provide contact-less services. Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.
Roads						
R1	Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	7.23	5.53	4.76	3.38	Due to Covid-19 restrictions the number of drivers on the road reduced significantly, as a result a less number of requests were received.
R2	Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	92.11%	90.32%	95.24%	94.37%	
R3	Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$140.72	\$85.93	\$39.60	\$78.78	GSC only carry out a few rehabilitations per year, and price variability is high as the design for each road can change dramatically.
R4	Service Cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.58	\$5.46	\$32.07	\$3.96	Previous year's work was made on roads that required asphalt resealing, which is a higher cost material, when this year's roads resealed involved spray seal, a lower cost material.
R5	Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	35.26	41.00	41.00	44.00	
LB3	Retired Indicators <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$6.16	\$6.76	Retired in 2020	Retired in 2020	This measure was replaced by LB5 from 1 July 2019.

OUR PERFORMANCE

PERFORMANCE (CONTINUED)









THEME 2 — CONNECTING GLENELG

Connecting people, places and spaces

COUNCIL PLAN PROGRESS

The following table reviews the performance of Council against the Council Plan 2017–2021.

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 1 – CONNECTING PLACES AND SPACES			
Advocate for improved roads and public transport across the shire	Continue to pursue funding opportunities for road repair and upgrade	Continued.	
	Lead the Green Triangle Freight Action Plan Steering Committee – meet at least four times per year for continued advocacy	Glenelg Shire councillor has continued to chair the Green Triangle Freight Action Plan Steering Committee.	
Create strategies to encourage new business development	Finalise the Glenelg Shire Tracks and Trails Strategy	Adopted by Council at the June 2020 Ordinary Council Meeting.	
	Finalise the Open Space Strategy	Complete.	
	Redevelop Council's public libraries through funding opportunities	Development of Library Strategy underway.	
Provide opportunities for all people to connect to Council services and community information	Continue to seek funding for all abilities access to recreational and commercial services	State Government funding secured to increase our All-Abilities accessible spaces with the completion of the Foreshore and Bridgewater Masterplans connecting paths and boardwalks, Portland Multipurpose Facility and Alexandra Park pavilion. Upgrades to the Casterton Little Athletics and CR Gill Pavilions including DDA compliant accessible buildings funded through LRCI 2.	
Transform public spaces to create 'smart' and digitally connected spaces within the community	Add to or create new free public Wi-Fi infrastructure	Council's Public Wi-Fi sites was expanded through the ICT Regional Infrastructure Grant, creating an additional 13 public Wi-Fi sites across the shire.	
	Increase the utilisation of our Smart Cities membership	Scoping underway for a number of Smart Cities Projects.	
	Pursue Smart Cities funding opportunities	Funding obtained through Regional Digital Fund, in December 2020 through joint submission with Great South Coast Group. Funding will compliment Glenelg Smart Cities and Capital Works program.	

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 2 – CONNECTING PEOPLE			
Advocate for digital and e-commerce uptake	Meet with NBN company representatives to discuss services gaps within the Shire	Achieved — this item has now been superseded by the Regional Partnerships digital initiative.	
	Improve digital/e-commerce uptake	<p>Councils Public Wi-Fi sites was expanded through the ICT Regional Infrastructure Grant, creating an additional 13 public Wi-Fi sites across the shire</p> <p>Funding obtained through Regional Digital Fund, in December 2020 through joint submission with Great South Coast Group, to compliment Glenelg Smart Cities and Capital Works program.</p> <p>Digital and e-commerce training options have been promoted widely through social media, website and business newsletters. Glenelg's partnership with the Melbourne Innovation Centre, GORRT and other providers has delivered the opportunity for free training on a range of digital and e-commerce platforms to local businesses.</p>	
Enhance inclusive and equitable communities where people feel safe, supported and connected to others	Maintain an above average perception of safety within the community	Minor lighting implemented including upgrades to small carparks around the shire. Design stages, including lighting, completed for Portland Marina, Town Jetty and Foreshore connecting pathways projects, and Bridgewater.	
Support opportunities for social connections through partnership networks	Seek grant/funding opportunities to enhance public safety	Grant funding application submitted and awaiting outcome through Coastal Public Access and Risk grants. Funding was available up to \$200,000 for coastal safety concerns. GSC application is for installation of bollards across the Portland Foreshore to eliminate unauthorised vehicle access causing risk to the community.	
	Continue Connect Glenelg website	Connect Glenelg remains continued services.	
	Continue to promote the community events calendar	E-newsletter refreshed and retitled to Business & Tourism Newsletter, with the aim to target Covid-19 economic recovery.	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 3 — LIVEABLE GLENELG

*Embracing inclusive, healthy,
sustainable and diverse cultures
for living*

SERVICES

The following statement provides information in relation to the services funded in the 2018/19 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL
		BUDGET VARIANCE \$'000
Aged & Disability Services	Range of services for the aged and disabled including home delivered meals, personal care, respite, home maintenance and planned activity groups.	122 <u>381</u> (259)
Community Development, Engagement and Wellbeing	Key facilitator of community strengthening planning activities. Support volunteering and work with community agencies to develop projects addressing disadvantage issues via the Rural Access and other programs. This service also allocates council grants to assist with implementing community plans or urban design frameworks.	408 <u>455</u> (46)
Youth Services	Initiate and implement projects/events to connect young people to their local community by encouraging participation in all facets of community life.	40 <u>120</u> (80)
Sport and Recreation	Provide access and opportunities to a range of activities in quality sporting facilities, playgrounds and open space recreation areas.	399 <u>522</u> (123)
Aquatic Facilities	Swimming Pools are located at Portland, Heywood, Merino and Casterton allowing a range of leisure activities. Child care facilities are also available at the Portland Facility.	1096 <u>1,338</u> (242)
Community Grants	Council grants and contributions for various areas including recreation, public halls, tourism, events funding, arts and culture and community support.	193 <u>201</u> (8)
Children Services	Family orientated support services including pre-kindergarten, kindergarten, long day care, before and after school care, occasional care, maternal and child health, immunisation and playgroup support.	511 <u>1,146</u> (635)
Maternal Child Health	Family orientated support services including maternal and child health, immunisation and playgroup support.	129 <u>124</u> 5
Waste Management	Kerbside waste collection including recyclables from most urban and some rural households. Public waste collection including 6 waste transfer stations.	2,273 <u>2,074</u> 199

SERVICES (CONTINUED)

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL
		BUDGET VARIANCE \$'000
Parks and Gardens	Management of public lands including playgrounds, recreation reserves, toilet blocks, wetlands, landscaped areas, pathways, seating BBQs, garden beds, traffic management devices, waterways, bridges and streamside reserves. Street and Park trees, bushland conservation and areas along waterways and other environmental significant locations are also managed.	781 825 (45)
Infrastructure, Management and Planning	Design, tender and project management of a broad range of council capital works.	(1657) 1,044 2,701
Heritage Planning	Support of implementation of Heritage related legislation affecting the community.	19 56 (37)
Environmental and Sustainability Services	Strategic direction, advice and implementation on environmental and sustainability issues and actions of council's operations. Includes climate change, flora and fauna protection, coastal management, utility management and carbon foot print reduction in areas such as waste minimisation, renewable energy and water reuse.	129 159 (30)

INITIATIVES

1) Council recently approved the introduction of Food Organic Garden Organic (FOGO) bins for households. This initiative has been deferred to the 2021/2022 budget due to the impact of Covid-19.

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 3 — LIVEABLE GLENELG

*Embracing inclusive, healthy,
sustainable and diverse cultures
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SERVICE PERFORMANCE INDICATORS (LGPRF)

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Aged & Disability Services	Participation	HACC participation percentage.	Number of people that receive HACC services as a percentage of the eligible council population for these services.
Maternal and Child Health	Participation	Participation rate of eligible children to access the MCH service. Participation rate of eligible Aboriginal children to access the MCH service.	Number of eligible children to attend the MCH service at least once per year. Number of Aboriginal children accessing service at least once per year.
Aquatic Facilities	Utilisation	Utilisation of the 3 Aquatic facilities within the shire.	Number of visits to each facility as a percentage of shire population.
Waste Collection	Waste Diversion	Percentage of kerbside collection diverted from landfill.	Weight of recyclables collected from kerbside bins as a percentage of all kerbside waste collected.

SERVICE PERFORMANCE INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
Aquatic Facilities						
AF2	Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	0.75	0.25	1.00	All aquatic facilities were inspected during this reporting period.
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.90	4.59	2.38	2.16	Utilisation of aquatic facilities has dropped due to Covid-19 restrictions during FY2019–20 and FY2020–21
AF7	Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	\$18.53	\$25.86	The number of visitations have significantly remove due to Covid-19, however contract cost remained the same and additional maintenance was provided during the reporting period. Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.

SERVICE PERFORMANCE INDICATORS (CONTINUED)

Maternal and Child Health (MCH)						
MC2	Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	103.01%	100.00%	100.51%	100.00%	
MC3	Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$91.23	\$138.28	\$106.46	\$104.74	
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.99%	85.05%	81.68%	50.86%	Covid-19 affected participation in the MCH service for older kids within the shire, due to lockdowns and limitation on the distance travelling. MCH were offering phone appointments instead of face to face. When face to face can be the preferred method and alternatives arrangements could have been made by parents.
MC5	Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	75.00%	75.86%	75.20%	48.70%	Covid-19 affected participation in the MCH service for older kids within the shire, due to lockdowns and limitation on the distance travelling. MCH were offering phone appointments instead of face to face. When face to face can be the preferred method and alternatives arrangements could have been made by parents.
MC6	Satisfaction <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	92.39%	97.87%	
Waste Collection						
WC1	Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	24.87	24.16	16.84	14.99	Kerbside bin requests regarding missed bins is due to amendments to the calendar greatly reducing these instances. Reduction in additional bin requests due to Covid-19 'working from home' abilities resulting in increased use of Transfer Stations.
WC2	Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.88	1.45	0.59	0.54	
WC3	Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$42.87	\$69.04	\$70.32	\$82.60	Closure of contracted recycling processor forcing a period of harder management and landfilling of recyclables across the State. Forced closure of recycling processor by EPA and takeover by alternate provider has raised gate prices and processing costs in line with State requirements.
WC5	Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	33.63%	33.75%	32.27%	32.17%	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 3 — LIVEABLE GLENELG


Embracing inclusive, healthy,
sustainable and diverse cultures
for living






RETIRED INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	COMMENTS	
Aquatic Facilities						
AF4	Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$11.39	\$10.75	Retired in 2020	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
AF4	Cost of outdoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$23.83	\$20.65	Retired in 2020	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
Maternal and Child Health (MCH)						
MC1	Satisfaction Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	97.0%	111.4%	Retired in 2020	Retired in 2020	This measure was replaced by MC6 from 1 July 2019.

COUNCIL PLAN PROGRESS

The following table reviews the performance of Council against the Council Plan 2017–2021.

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 1 – GROWING OUR ECONOMY/ECONOMIC DEVELOPMENT DIVERSIFICATION			
Improve the attractiveness and accessibility of local facilities	Community satisfaction survey results indicate above-average satisfaction with the quality of parks and open space	Visual playground inspections continued, parks and gardens team continue to monitor quality of parks and open space.	
	Seek funding for aspects of the Civic Precinct Masterplan	On hold.	
Improve the appearance of public spaces and streetscapes within townships	Seek funding to improve and rejuvenate streetscapes	State Government 'Outdoor Dining' grant utilised to install lighting, parklets and glass balustrade to enhance outdoor dining experiences in Glenelg towns. Street beautification project completed in Percy Street.	
	Create an ongoing online forum for community feedback	Complete. The YourSay Glenelg page has been updated to make it more user friendly, provides more project information and allows better engagement opportunities for community.	
	Conduct at least one listening post event per quarter	Two listening post events were held due 2020–2021, in between Covid-19 lockdown restrictions. Listening post was held to consult local family with the playground redevelopment at Dutton Way. Listening Post was held in Nelson which brought a crowd of over 60 people.	

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 2 – HEALTH & WELLBEING			
Support programs to improve health awareness and active communities	Residents report an above-average wellbeing score	Draft Municipal Public Health & Wellbeing Plan has been developed and due to be released for public exhibition.	
	Assist the community to promote events	The Events Strategy was endorsed by Council in November 2019. Free promotion of community events is continued to be offered across the Shire. Light Up Glenelg Summer series developed to assist the community in placing their events. One place registration created via YourSay Glenelg to simplify the process of registering community events.	
Support the creation and maintenance of good-quality sport, recreational and leisure facilities	Finalise Open Space Strategy	Complete.	
Advocate for improved health and allied services	Redevelop the user group agreement with health service providers	Stakeholder sessions held with partners and health service providers in the development of the Draft Municipal Public Health & Wellbeing Plan.	
	Develop a Municipal Health & Wellbeing Plan	Municipal Public Health & Wellbeing Plan 2017–2021 Complete. Draft Municipal Public Health & Wellbeing Plan has been developed and in final stages of development. Graphic design phase underway. Endorsement of plan on track for October Council Meeting 2021.	

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 3 – ENVIRONMENTAL SUSTAINABILITY			
Reduce Council's carbon footprint Reduce the impacts of climate change	Continue to implement measures to reduce Council's energy usage (carbon emission)	Environmental Management Strategy is under scope for development. This strategy will work to achieve carbon emissions reduction targets where relevant. Further feasibility studies into waste to energy have been conducted under the State Government Waste Reforms and Kerbside Transition Plans, with this process continuing. Implementation of Building Management System at the Fawthrop Centre has been completed with anticipated reductions in energy usage and carbon emissions.	
Reduce Council's water usage	Council's policies, procedures, documents and operations account for the possible impacts of climate change	Planning underway for the development of the Environmental Sustainability Strategy 2021–2025 which will inform and direct Council's actions on the environment and sustainability. This will guide how Council's policies, procedures, documents and operations can adjust to account for the possible impacts of climate change.	
	Continue to implement measures to reduce Council's water usage	Attended on-line meetings for Integrated Water Management Working Group. A number of pilot projects in conjunctions with Wannon Water have been postponed due to Covid-19.	
	Council to implement environmentally friendly energy solutions	Fawthrop Centre Building Management Software installed. Lighting and services upgrades with energy efficient options built into design for current large capital works program including smart LED lighting.	
Protect environmental assets	Actively reduce weed species	Roadside weed spraying completed for 2020–2021 financial year.	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 4 — CREATIVE GLENELG

Creative, inspired, forward-thinking and action-oriented

SERVICES

The following statement provides information in relation to the services funded in the 2018/19 Budget and the persons or sections of the community who are provided the service.







SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST ACTUAL
		BUDGET VARIANCE \$'000
Arts and Culture	Under the ARTSGLENELG banner, a range of arts and cultural related function, programs and information is provided to the shire. Approximately 23 shows made up of 31 performances are delivered annually to the community.	234 443 (209)
Collection Conservation	Coordination, administration and support of conservation, storage and display of cultural and heritage artefacts. Approximately 10,000 collection items are catalogued. The service also supports tourism in the area with management and displays in the History House, Maritime Discovery Centre museum, Portland Rocket Shed and Portland and Casterton Customer Service Centres.	80 146 (66)

SERVICE PERFORMANCE INDICATORS (LGPRF)

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Arts and Culture	Participation	Participation in the shows and performances provided within the shire.	Number of tickets sold at the 23 shows as a percentage of available tickets.

COUNCIL PLAN PROGRESS

The following table reviews the performance of Council against the Council Plan 2017–2021.

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 1 – GROWING OUR ECONOMY/ECONOMIC DEVELOPMENT DIVERSIFICATION			
Promote diversity; celebrate creative and cultural heritage; foster creative capacity and practice	Maintain Council's involvement in exciting community, cultural and creative events across the Shire	A number of well attended performances and gallery openings offered through the Portland Arts Centre, in between Covid-19 restrictions.	
	Work towards the development of a space to display Council's Cultural Collection	Preservation Needs Assessment final report complete — to be circulated. Improved storage environment for collection items on track. Cultural Collection Cataloguing, and training on system has been completed. Funding to scope permanent display space, delayed.	
Build partnerships that promote creative expression and engagement; stimulate creative practice and creative places	Commit resources to enhance the Partnership Agreements	Review of the Aboriginal Partnership and consultation has been completed. Council officers continue to support the work of Thriving Community Partnerships, Beyond the Bell and Live4Life initiatives.	
	Promote the community events calendar and support diverse arts and cultural programming	Portland Arts Centre season programs have continued to be developed and distributed, despite challenges with uncertainty around Covid-19 restrictions.	
Promote opportunities for community events within all townships of the shire	Offer opportunities for people to participate and attend cultural, arts and literary activities	Federal Government funding was received for community theatre project. Work has commenced, with a six month completion deadline.	
	Seek funding for creative public art and place-making initiatives	Public Art Masterplan was delivered through a number of council projects, including Gateway Signage and the Foreshore Master Plan.	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 4 — CREATIVE GLENELG

Creative, inspired, forward-thinking and action-oriented

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 2 — INNOVATION			
Promote innovative solutions by allowing for creative input into decision making	Work with the community to develop an events calendar	Complete.	
	Simplified and streamlined customer experience	Your Say page continues to be updated to ensure the projects are current and provide relevant information to the community. Our EngagementHQ -Your Say Glenelg site is an up-to-date and is easily accessible for staff and community to engage on relevant stages of projects across the organisation. The site has recently received an enhancement/upgrade and has a modern look and feel.	
	Promote Council's One Stop Shop service	Nous Consulting employed through Better Approvals funding to provide an improved one stop shop online customer experience.	
Create opportunities for innovation within the community	Promote an "ideas" forum in townships	Stakeholder forum being utilised as an 'ideas forum'. Difficulties in scheduling workshops this financial due to Covid-19 restrictions.	
Partner with other organisations to facilitate innovative solutions	Deliver opportunities for people to experience new technologies and innovative solutions	'Let's Stay Connected' funding obtained to deliver online Artly meditative art program. Supporting the Small Business Digital Adaptation Program, Helping Victorian small businesses build their digital capability.	
	Promote our Smart Cities membership	Smart City framework completed.	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 5 — LEADING GLENELG

Create shared visions within the community ensuring agreed outcomes

SERVICES

The following statement provides information in relation to the services funded in the 2018/19 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST
		ACTUAL BUDGET VARIANCE \$'000
Mayor and Council	Mayor and Councillors provide strategic direction to the community through council and committee processes and are responsible for the governance of the shire.	545 645 (100)
Chief Executive Office and Executive Team	Oversee administrative function of council ensuring good governance practices providing advice to both the Mayor and Councillors. The Leadership Team and Organisational Development Manager provide strategic direction and high level advice to enable policies and decisions of council to be implemented into the day to day operations.	1,909 2,249 (340)
Corporate Governance	Statutory and corporate support to council. This includes coordinating business papers, minutes of council meetings, maintenance of statutory registers, internal audit and the conduct of municipal elections.	31 547 (578)
Information Services	Support and maintain reliable and cost effective communications and computing systems, facilities and infrastructure. This enables council staff to deliver services in an efficient manner.	2,530 2,833 (303)
Public Health	Ensure health and safety of the community in accordance with statutory requirements of the Food, Health, Environment, Protection and Residential Tenancies Acts. Inspection and liaison of premises registered under the acts are undertaken to ensure appropriate food safety and public health standards are maintained. Approval and inspections services for installation of domestic wastewater systems, infectious disease investigations, pool safety compliance for public swimming pools and investigation of public and/or environmental health complaints.	140 160 (20)
Customer Service	First line response for customer enquiries at the 3 customer service centres at Portland, Heywood and Casterton. Request for works taken directly from customers, recorded and sent to the relevant service units. Casterton and Heywood centres also provide library services.	576 600 (24)
Emergency Response	<i>Emergency Management Act 1986 require councils to play a key role in emergency management, providing support to lead agencies and to manage emergency recovery on behalf of communities.</i>	46 96 (50)
Local Laws and Animal Control	Education, regulation and enforcement of General Local Law and relevant State legislation. Conducts reactive and proactive inspections including footpath trading, litter control, fire prevention, issue and management of permits and offence prosecutions. Provides resources for supervision of school crossings, animal management. Provision of the council community caravan.	958 883 (75)
Parking & Traffic Control	Provides parking control and enforcement throughout the shire including parking restriction, parking meter operation and follow up legal action where required.	1 45 (46)

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 5 — LEADING GLENELG

Create shared visions within the community ensuring agreed outcomes

SERVICE AREA	DESCRIPTION OF SERVICES PROVIDED	NET COST
		ACTUAL BUDGET VARIANCE \$'000
Planning Services	Strategic and statutory planning including assessment of planning permits, development of local policies and amendments to the Glenelg Planning Scheme. Representation at VCAT and other tribunals is also undertaken.	599 831 (232)
Timber Harvest	Analysis, modelling, liaison and consultation towards coordinated and planned timber harvesting activities within the shire. Assists with community awareness and road infrastructure issues.	0 0 (0)
Building Services	Ensuring obligations under the <i>Building Act 1993</i> are adhered to. Responsible for issuing consent and reports and undertake swimming pool and commercial/building audits to ensure safety and appropriate maintenance levels are adequate.	134 363 (229)
Asset Management and Maintenance	Sustainably maintain assets and ensure service requirements of council assets are met. Manage rolling replacement of heavy plant and light plant including vehicles.	2,938 4,126 (1,188)
Public Buildings	Council provides a large range of services many utilising a council building or facility.	2,049 2,044 (4)
Records Management	Document, archival and information management including compliance with relevant legislation. Provides advice and support in development and promotion of records and information management systems, standards and procedures.	191 265 (74)
Grants External	Source external grant funding opportunities to assist in delivery of council projects.	28 90 (62)
Organisational Development	Manages the recruiting process. Provides strategic advice to the Leadership Team, managers and coordinators on range of staffing matters including employee relations, industrial relations, training and development.	779 820 (41)
Finance	Development of the annual council budget, annual financial report and the strategic financial plan. Coordination of external auditors and input into the audit committee requirements. Administer the accounts payable, accounts receivables and Payroll services for the council. Supports all units in financial analysis of variances to budget.	869 862 (7)
Rating / Property Services	Rating and valuation services including raising and collection of rates and charges and valuation of properties through the shire. Assist Victorian Electoral Commission in preparation for the Voters Roll for council elections.	311 520 (209)
Risk Management	Risk management and insurance advise, management of principles and best practice in order to minimise council's exposure to liability. Management of insurance portfolio, claims and work cover obligations.	1,807 1,653 (154)
Communications & Media	Provide accurate information and promotion on council activities and programs both internally and externally.	138 163 (25)

INITIATIVES

- 1) Council has abolished parking meters, and as a result free parking will become a permanent fixture for all residents in the Shire.
- 2) As a result of Covid-19, this budget reflects a council decision to apply no overall increase to rate income as a measure to support the community by reducing any financial burden where possible.

SERVICE PERFORMANCE INDICATORS (LGPRF)

SERVICE	INDICATOR	PERFORMANCE MEASURE	COMPUTATION
Governance	Satisfaction	Community satisfaction with council decisions	Satisfaction rating out of 100 with how council has performed in making decisions in the community's interest.
Statutory Planning	Decision Making Timeliness	Council planning decisions upheld at VCAT	Percentage of VCAT decisions that upheld the council's disputed planning determination. Time taken to decide planning applications in days from application date.
Animal Management	Health and Safety Service Standard	Animal management prosecutions Animals reclaimed from council control	Number of successful animal management prosecutions. Percentage of animals reclaimed from the pound for all animals impounded.
Food Safety	Timeliness Health and Safety	Time take to action food complaints Critical and major non-compliance outcome notifications followed up by council	Number of days from notification of complaint until followed up by council. Percentage of notifications followed up by council.

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 5 — LEADING GLENELG

Create shared visions within the community ensuring agreed outcomes

REPORT OF OPERATIONS

SERVICE PERFORMANCE INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
Animal Management						
AM1	Timeliness Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.22	1.18	1.22	1.54	Response time increased due to staffing resource issues during Financial Year 2020/2021.
AM2	Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	62.72%	58.45%	29.18%	48.44%	An increase on reclaimed animals due to pet owners spent more time at home (Covid-19 restrictions), and kept animals for mental health and exercise companion.
AM5	Animals rehomed [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	64.43%	34.38%	A significant reduction on animals available for adoption and an increase on animals reclaimed due to Covid-19. Note: New measure for 2019–20 financial year.
AM6	Cost of animal management service per population [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$28.19	\$52.14	An increase on contract management in addition to organisational structure changes.
AM7	Health and safety Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	12.50%	100.00%	Throughout the year all 9 cases were successful, compared to last year where 2 were successful. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.
Food Safety						
FS1	Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.23	1.31	1.09	1.00	
FS2	Service standard Food safety assessments [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	100.00%	94.55%	93.17%	85.89%	

SERVICES (CONTINUED)

SERVICE PERFORMANCE INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
FS3	Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$462.66	\$449.47	\$479.51	\$461.85	
FS4	Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	75.00%	25.00%	Due to Covid-19, many of the non-compliant businesses were either closed or were followed up outside the parameters of the reporting period.
Governance						
G1	Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	4.17%	4.76%	6.47%	1.59%	Council has continued to ensure Council reports are open to the public. In the last 12 months the development of the Organisational Transparency Policy and the guidance on confidential matters provided by the Local Government Act 2020 has assisted in a further reduction of items that are considered at closed Council meetings.
G2	Consultation and engagement <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	61.00	59.00	59.00	58.00	
G3	Attendance <i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	100.00%	100.00%	100.00%	97.80%	
G4	Service cost <i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$52,986.43	\$55,804.10	\$50,993.08	\$55,915.79	
G5	Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60.00	57.00	58.00	57.00	

OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 5 — LEADING GLENELG

Create shared visions within the community ensuring agreed outcomes

SERVICES (CONTINUED)

SERVICE PERFORMANCE INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
Statutory Planning						
SP1	Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	21.00	28.00	31.00	38.69	Large increase in permit applications received has reduced overall gross median. There were 269 new applications received compared with 193 the previous year.
SP2	Service standard Planning applications decided within 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	92.86%	93.92%	79.88%	85.66%	
SP3	Service cost Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,260.83	\$2,050.38	\$1,951.16	\$1,718.16	Greater volume of decisions (272 up from previous 164) at this scale leads to overall reduced costs.
SP4	Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	66.67%	100.00%	0.00%	0.00%	There was one VCAT case in 2021, where VCAT went against Council's decision.

RETIRED INDICATORS (Service / Indicator / Measure)		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
Animal Planning						
AM3	Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$82.17	\$81.50	Retired in 2020	Retired in 2020	This measure was replaced by AM6 from 1 July 2019.
AM4	Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	3	26	Retired in 2020	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.



OUR PERFORMANCE

PERFORMANCE (CONTINUED)



THEME 5 — LEADING GLENELG





Create shared visions within the community ensuring agreed outcomes

COUNCIL PLAN PROGRESS

The following table reviews the performance of Council against the Council Plan 2017–2021.

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
FOCUS 1 – GROWING OUR ECONOMY/ECONOMIC DEVELOPMENT DIVERSIFICATION			
Lead and participate in regional partnerships	Community satisfaction with Council decisions continues to be above-average	The 2021 Community Satisfaction survey revealed that the score for satisfaction with Council's decision making was 57, which is above the state-wide average of 56.	
Lobby and advocate on agreed local priorities to place Glenelg Shire at the forefront of policy and funding considerations	Community satisfaction with lobbying on their behalf continues to be above average	The 2021 Community Satisfaction results revealed that Community satisfaction with lobbying by Glenelg Shire scored 57, which is above the state average of 55.	
FOCUS 2 — ACCOUNTABILITY			
Apply good governance principles to guide strategic decision making	Statutory planning permits assessment time frames continues to be less than the state average	The 2020/21 LGPRF results show that Glenelg Shire Council takes, on average, 38 days to assess a planning application, which is a 7 day increase on last years result of 31. Council's result of 38 days to action planning permits, continues to be less than the state-wide average of 69 days.	
	Undertake a Planning Scheme review	Complete.	
Council demonstrates leadership in its decisions to meet future needs and challenges	Maintain existing (Planning) service standards	The 2020/21 LGPRF results show Glenelg Shire Council's planning service standard as 84.59%, an increase from previous year.	
	Lobby for additional funding to support asset renewal	Ongoing advocacy undertaken with both Federal and State Government Departments to seek further funding towards asset renewal. Meeting recently held with Regional Development Victoria to discuss asset renewal opportunities.	
Long-term planning and prudent financial management	Reduce expenditure level per property assessment from 2016 levels	The expenditure level per property assessment has reduced from the 2019/20 results. The number of property assessments remains consistent. Expenditure has remained high as a result of significant work required for the Landfill rehabilitation project. It is anticipated that expenditure will be reduced in the coming years as this project nears completion with only monitoring costs to be incurred.	
Continuous improvement methods used to ensure excellence in service delivery	Continue to maximise grant opportunities for the shire	Councils focus on comprehensive strategic planning has resulted in a number of successful funding applications during 2020–2021. Priority projects identified and supported by Council, with a Priority Projects prospectus to be developed in the coming months to assist with advocacy prior to the upcoming State and Federal elections.	

COUNCIL PLAN PROGRESS (CONTINUED)

STRATEGY/ ACTION	MEASURE	OUTCOME	STATUS
Council continues to improve communications and engagement practices to support open and inclusive decision making processes	Improve Council's website to be more intuitive and useable for customers	New website has been procured. Project team is currently working on information migration, improving customer experience, self-service, and new designs.	
Use technologies to assist communication and service delivery	Embed the Community Engagement Framework into Council procedures	Community Engagement Policy was updated and endorsed by Council on 23 February 2021.	
Offer people a say in Council decisions	Endeavour to maintain the number of Council decisions made at meetings open to the public (2016 benchmark)	There were no resolutions made in closed Council meetings during the final quarter of 2020/2021. The LGPRF results show that the percentage of decisions made in closed meetings for the 2020/2021 year is 1.59%, with only two resolutions made in closed Council meetings during 2020/2021. This is a decrease in comparison to the number of resolutions made in closed Council meetings in 2019/2020.	
Ensure the organisation has the right mix of people to deliver the best outcomes for the community	Update Organisational Development policies to be in line with best practice	Organisational Development policies reviewed to ensure accordance with <i>Local Government Act 2020</i> .	

OUR PERFORMANCE

GOVERNANCE AND MANAGEMENT CHECKLIST 2020/21

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

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT	
1 Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 23 February 2021	<input checked="" type="checkbox"/>
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 01 March 2021	<input checked="" type="checkbox"/>
3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with Section 91 of the Act Reason for no plan: Plan is in development and is expected to be adopted by end of 2021	<input type="checkbox"/>
4. Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Reason for no plan: Plan is in development and is expected to be adopted by end of 2021	<input type="checkbox"/>
5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 22 June 2021	<input checked="" type="checkbox"/>
6. Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 23 June 2020	<input checked="" type="checkbox"/>
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of commencement of current policy: 13 March 2016	<input checked="" type="checkbox"/>
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement of current policy: 25 June 2019	<input checked="" type="checkbox"/>
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 25 June 2019	<input checked="" type="checkbox"/>
10. Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of adoption: 23 June 2020	<input checked="" type="checkbox"/>
11. 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. Date of adoption: 21 August 2018	<input checked="" type="checkbox"/>
12. 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. Date of adoption: 27 August 2018	<input checked="" type="checkbox"/>
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement of current framework: 1 September 2020	<input checked="" type="checkbox"/>

14. Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 25 August 2020	<input checked="" type="checkbox"/>
15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 June 2017	<input checked="" type="checkbox"/>
16. 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)	Framework Date of operation of current framework: 7 April 2015	<input checked="" type="checkbox"/>
17. 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)	Report Date of report: 28 January 2020	<input checked="" type="checkbox"/>
18. Financial reporting (quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i> , comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 138(1) of the Local Government Act 1989 Date reports presented: Year ended 2019/2020 Financial Report: 22 September 2020 Quarterly Dashboards: 20 October 2020, 27 January 2021, 27 April 2021	<input checked="" type="checkbox"/>
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented Date of reports: Quarterly Reports prepared and presented to Audit Committee 17 September 2020, 10 December 2020, 04 March 2021 and 03 June 2021	<input checked="" type="checkbox"/>
20. 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 <i>Local Government Act 1989</i>)	Performance reports prepared and presented Date of reports: Half year results for FY 2020 2021 presented in the Audit Committee Meeting 4 March 2021	<input checked="" type="checkbox"/>
21. Annual report (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> to the community containing a report of operations and audited financial and performance statements)	Considered at meeting of the Council in accordance with section 134 of the Act Date statements presented: 1 August 2021	<input checked="" type="checkbox"/>
22. Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 23 February 2021	<input checked="" type="checkbox"/>
23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 28 May 2020	<input checked="" type="checkbox"/>
24. Meeting procedures (<i>Governance Rules</i> under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 25 August 2020	<input checked="" type="checkbox"/>

OUR PERFORMANCE


PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

Encompassing an area of 6,212 square kilometres, the Glenelg Shire includes Portland, Heywood and Casterton and many other small townships and localities. Rolling hills and rich agricultural land to the north give way to a scenic and secluded river region to the west. Pine and blue gum plantations line the roads through the hinterland, while a huge expanse of coastal beaches and rugged cliffs form the southern perimeter, making the Glenelg Shire a thriving tourist destination.

OVERVIEW OF 2020–2021

During the year, Council had experienced impacts to a range of services due to the Covid-19 pandemic. These changes resulted in service closures, such as the libraries, aquatic facilities and recreation, restricted access to some services, and decreased usage of some services. The COVID19 pandemic has had a significant impact on revenue and expenses.

SUSTAINABLE CAPACITY INDICATORS <i>indicator/measure</i>		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
C1	Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,323.32	\$2,293.62	\$2,820.65	\$2,820.70	
	C2 <i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$22,168.24	\$21,166.74	\$23,048.31	\$21,857.40	
	C3 <i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	7.45	7.48	7.47	7.45	
C4	Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,568.72	\$1,575.74	\$1,614.59	\$1,605.02	
C5	Recurrent grants <i>Recurrent grants per head of municipal population</i> [Own-source revenue / Municipal population]	\$755.09	\$709.79	\$670.12	\$762.24	Council has received more grants than budgeted in various areas. Support from government for Covid-19 related initiatives has contributed to this.
C6	Disadvantage <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	2.00	2.00	2.00	2.00	



SUSTAINABLE CAPACITY INDICATORS <i>indicator/measure</i>		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
C7	Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	24.3%	10.8%	15.9%	7.1%	Staff turnover has declined due to Covid-19 and the uncertainty it has brought for many people. There seems to be a reluctance to change employers, rather remain in a steady job that holds some level of security. The improve flexibility provisions have also provided staff great freedom, with many now effectively able to work from anywhere.

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

OUR PERFORMANCE

PERFORMANCE STATEMENT (CONTINUED)

SERVICE PERFORMANCE INDICATORS <i>Service/indicator/measure</i>		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
AF6	Aquatic Facilities Utilisation					
	<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.90	4.59	2.38	2.16	Utilisation of aquatic facilities has dropped due to Covid-19 restrictions during FY2019–20 and FY2020–21.
AM7	Animal Management Health and safety					
	<i>Animal management prosecutions</i> [Number of successful animal management prosecutions/number of animal prosecutions] x100	New in 2020	New in 2020	13%	100%	Throughout the year all 9 cases were successful, compared to last year where 2 were successful.
FS4	Food Safety Health and safety					
	<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	75.00%	25.00%	Due to Covid-19, many of the non-compliant businesses were either closed or were followed up outside the parameters of the reporting period.
G5	Governance Satisfaction					
	<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60	57	58	57	
LB4	Libraries Participation					
	<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	17.76%	18.48%	14.57%	14.74%	Due to Covid-19, library has not been 100% operational and have been operating with contact less services, however only borrowers within the restrictions limits can use the 'Click and Collect' model.

SERVICE PERFORMANCE INDICATORS Service/indicator/measure		RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	COMMENTS
MC4	Maternal and Child Health (MCH) Participation					
	<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.99%	85.05%	81.68%	50.86%	Covid-19 affected participation in the MCH service for older kids within the shire, due to lockdowns and limitation on the distance travelling. MCH were offering phone appointments instead of face to face. When face to face can be the preferred method and alternatives arrangements could have been made by parents.
MC5	Participation					
	<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	75.00%	75.86%	75.20%	48.70%	Covid-19 affected participation in the MCH service for older kids within the shire, due to lockdowns and limitation on the distance travelling. MCH were offering phone appointments instead of face to face. When face to face can be the preferred method and alternatives arrangements could have been made by parents.
R5	Roads Satisfaction					
	<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	35	41	41	44	
SP4	Statutory Planning Decision making					
	<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	66.67%	100.00%	0.00%	0.00%	There was one VCAT case in 2021, where VCAT went against Council's decision.
WC5	Waste Collection Waste diversion					
	<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	33.63%	33.75%	32.27%	32.17%	

OUR PERFORMANCE

PERFORMANCE STATEMENT (CONTINUED)

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

"annual report" means an annual report prepared by a council under section 98 of the Act

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

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

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

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

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

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

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

"population" means the resident population estimated by council

FINANCIAL PERFORMANCE INDICATORS		RESULTS								MATERIAL VARIATIONS AND COMMENTS
Dimension/ indicator/measure		2018	2019	2020	2021	2022	2023	2024	2025	
E2	Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$3,302.17	\$3,268.17	\$3,962.00	\$3,834.88	\$3,798.64	\$3,620.08	\$3,574.90	\$3,529.03	
E4	Revenue level Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$1,398.57	\$1,361.00	\$1,377.04	\$1,392.40	\$1,409.24	\$1,426.43	

FINANCIAL PERFORMANCE INDICATORS		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
Dimension/ indicator/measure		2018	2019	2020	2021	2022	2023	2024	2025	
L1	Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	272.05%	123.00%	136.65%	118.87%	75.75%	77.37%	69.34%	70.51%	Council have recognised a significant portion of grants received in advance for major capital works as a current liability which has impacted this indicator.
L2	Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	117.59%	76.31%	107.74%	54.33%	39.28%	37.29%	28.75%	28.39%	This indicator has reduced as a result of the current liability recognised for grants received in advance.
O2	Obligations Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	14.16%	15.22%	42.66%	40.04%	65.19%	60.94%	54.64%	48.80%	This result is increasing as a result of additional borrowings budgeted in the next 2 financial years to fund major capital works, before the measure starts to reduce.
O3	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.56%	2.75%	2.36%	2.47%	4.26%	6.11%	5.38%	5.10%	This result is increasing as a result of additional borrowings budgeted in the next 2 financial years to fund major capital works, before the measure starts to reduce.
O4	Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	70.32%	45.66%	63.73%	55.28%	67.58%	63.56%	58.06%	53.76%	Council's own source revenue remains consistent whilst loan commitments will continue to increase in the short term to fund major capital projects.

OUR PERFORMANCE

PERFORMANCE STATEMENT (CONTINUED)

FINANCIAL PERFORMANCE INDICATORS		RESULTS								MATERIAL VARIATIONS AND COMMENTS
Dimension/ indicator/measure		2018	2019	2020	2021	2022	2023	2024	2025	
O5	Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	55.31%	65.90%	66.78%	58.33%	69.44%	61.22%	Capital expenditure on renewal and upgrade has increased significantly to FY 19/20 due to the completion of some major infrastructure projects. Depreciation has also increased as a result of new additions in prior years and the impact of a revaluation in FY 19/20.
OP1	Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5.83%	7.12%	-14.04%	-8.65%	-12.46%	-5.83%	-3.16%	-0.52%	Council's surplus has been impacted significantly by an increase in depreciation calculated in 20/21.
S1	Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	48.86%	39.16%	45.18%	43.31%	45.80%	45.75%	45.72%	45.69%	

FINANCIAL PERFORMANCE INDICATORS		RESULTS								MATERIAL VARIATIONS AND COMMENTS
Dimension/ indicator/measure		2018	2019	2020	2021	2022	2023	2024	2025	
S2	Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.50%	0.42%	0.41%	0.39%	0.36%	0.37%	0.37%	0.37%	

RETIRED INDICATORS		RESULTS								MATERIAL VARIATIONS AND COMMENTS
Dimension/ indicator/measure		2018	2019	2020	2021	2022	2023	2024	2025	
AM4	Animal Management Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	3	26	Retired in 2020	Retired in 2020					This measure was replaced by AM7 from 1 July 2019.
S2	Efficiency Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,047.97	\$1,010.79	Retired in 2020	Retired in 2020					This measure was replaced by E4 from 1 July 2019.
S2	Obligations Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	71.56%	91.61%	Retired in 2020	Retired in 2020					This measure was replaced by O5 in 1 July 2019.

OUR PERFORMANCE

PERFORMANCE STATEMENT (CONTINUED)

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.


OTHER INFORMATION FOR THE YEAR ENDED 30 JUNE 2021

1. BASIS OF PREPARATION

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.



The forecast figures included in the performance statement are those adopted by council in its annual budget on 22 June 2021. The annual budget 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 annual budget can be obtained by contacting council.

COVID-19

During the year, Council had experienced impacts to a range of services due to the Covid-19 pandemic. These changes resulted in service closures, such as the libraries, aquatic facilities and recreation, restricted access to some services, and decreased usage of some services. The Covid-19 pandemic has had a significant impact on revenue and expenses.

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).



Mrs Lauren Easson CPA
Principal Accounting Officer


Dated: 4 October 2021

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

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

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

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



Cr Anita Rank
Councillor

Dated: 4 October 2021



Cr Karen Stephens
Councillor

Dated: 4 October 2021



Mr Greg Burgoyne
Chief Executive Officer

Dated: 4 October 2021

OUR PERFORMANCE

VAGO AUDITOR'S REPORT



Independent Auditor's Report

To the Councillors of Glenelg Shire Council

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
5 October 2021



Sahchu Chummar

as delegate for the Auditor-General of Victoria

OUR PERFORMANCE

VAGO AUDITOR'S REPORT



Independent Auditor's Report

To the Councillors of Glenelg Shire Council

Opinion

I have audited the accompanying performance statement of Glenelg Shire Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2021
- sustainable capacity indicators for the year ended 30 June 2021
- service performance indicators for the year ended 30 June 2021
- financial performance indicators for the year ended 30 June 2021
- other information and
- certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (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.

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

Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* 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.

**Auditor's
responsibilities for the
audit of the
performance
statement**

As required by the *Audit Act 1994*, 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.

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
5 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria



**GLENELG SHIRE COUNCIL
FINANCIAL REPORT 2020-2021**



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