

ANNUAL REPORT 2023-2024

GLENELG SHIRE



**PORTLAND CUSTOMER
SERVICE CENTRE**

71 Cliff Street, Portland



**CASTERTON CUSTOMER
SERVICE CENTRE**

67 Henty Street, Casterton



**HEYWOOD CUSTOMER
SERVICE CENTRE**

77 Edgar Street, Heywood



PO Box 152 Portland 3305



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ANNUAL REPORT 2023-2024

Alexandra Park Pavilion

GLENELG SHIRE

ACKNOWLEDGEMENT OF COUNTRY

The Glenelg Shire Council respectfully acknowledges the Gunditjmara, Jardwadjali and Boandik people as the Traditional Owners of the land that the Glenelg Shire encompasses and we pay our respects to their Elders past, present and emerging.

We recognise that Aboriginal people have cared for and protected this land we call home since the dreaming. Their connections to the land, animals, seas and waterways was, and continues to be, a part of their being and we thank them for their significant contributions to life in Glenelg.

If you would like to receive this publication in an accessible format please contact Glenelg Shire Council Customer Service on 1300 GLENELG or email: enquiry@glenelg.vic.gov.au

Budj Bim Cultural Landscape

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INTRODUCTION

Petrified Forest - Cape Bridgewater

WELCOME

Glenelg Shire Council is pleased to present the 2023-2024 Annual Report, to celebrate our achievements during the year and our progress towards the completion of the measures and commitments within the Council Plan 2021-2025.

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 6,215 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 place to live, visit or study.

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

OUR VISION

Corkscrew - Port of Portland

“We are leaders, change makers setting ambitious targets and making them happen for our community. We acknowledge and embrace local Aboriginal culture, building a more inclusive future. We are forward thinking. We value each other in a safe, inclusive, and caring way. We celebrate the rich creativity and natural environment that co-exists with our vibrant and resilient economy.”

OUR FOCUS



OUR NATURAL ENVIRONMENT

We aim to enhance our environmental responsibility, encourage and maintain all aspects of sustainable practices, ensure responsible management of waste recycling, and work together to address and mitigate the effects of climate change.



OUR EDUCATION, EMPLOYMENT AND INDUSTRY

We aim to support our local businesses to increase their vitality and prosperity, explore alternative and innovative business practices, support our youth and retain our population, capitalise on economic growth through tourism and encourage diverse employment opportunities.



OUR HEALTH AND WELLBEING

We aim to maintain the strong sense of community and connection, ensure our community is healthy, safe and supported, support volunteerism and foster a well-equipped and prepared community.



OUR LIFESTYLE, NEIGHBOURHOOD AND CULTURE

We aim to invest in our appearance and protect our history, ensure our facilities are well maintained and enable possibilities in the use of land while protecting the natural environment.



OUR ACCESS, TRANSPORT AND TECHNOLOGY

We aim to ensure our roads are safe for our community, industry and tourists, enhance our digital connectivity and telecommunications opportunities, expand on methods for getting around and improve connections to other regional centres.



YOUR VOICE, OUR SHARED ACTION

We aim to improve transparency and close the loop, maintain a shared decision-making frame of mind and strengthen our regional townships to enhance collective prosperity.

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?

FAST FACTS



14
TOWNSHIPS



20,022
MUNICIPAL
POPULATION



80,604
VISITS TO AQUATIC
FACILITIES



5,666
REGISTERED
ANIMALS



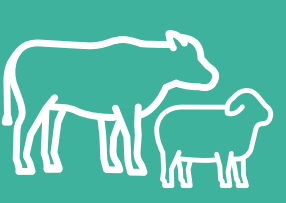
4,833
ACTIVE LIBRARY
MEMBERS MADE
111,040 LOANS



38,628
ITEMS IN THE
LIBRARY
COLLECTION



167
PLANNING
APPLICATIONS
RECEIVED



9,841
STOCK SOLD AT
THE CASTERTON
SALEYARDS



138
BIRTH NOTIFICATIONS
RECEIVED



13
COUNCIL MANAGED
RECREATION
RESERVES



2,632 KM
OF LOCAL
ROADS



5,894
TONNES OF GARBAGE,
RECYCLABLES AND GREEN
WASTE COLLECTED



3.5 %
RATE REVENUE
INCREASE



\$53,508 m
OPERATING
EXPENDITURE



\$44,338 m
OPERATING
REVENUE



\$51,611 m
TOTAL
REVENUE

Live 4 Life Annual Celebration Event

JULY 2023

- » In Nelson the first of the Listening Post sessions for 2023-2024 kicked off, bringing an informal engagement opportunity to remote locations throughout the Shire. A total of seven sessions were held across the Shire in 2023-2024.
- » Stage two of the Cape Bridgewater works commenced, bringing accessible elements such as boardwalks and a footpath to create a connecting pathway to designated parking and eating areas.

AUGUST 2023

- » In Portland the final step of the transformation for one of the most popular sport and recreation venues was completed, with the official unveiling of the new-look Alexandra Park facilities taking place in August 2023. State Member for Western Victoria Jacinta Ermacora and other dignitaries were onsite to open the state-of-the-art facilities to local user groups and community members. The project saw a complete overhaul of the venue, with a new multi-purpose pavilion, lighting, car parking upgrades, accessibility enhancements, kitchen and changeroom facilities.
- » New accessible play equipment was installed at Island Park, Casterton. It was identified that the space didn't feature accessible equipment. Two additional structures and an accessible path were installed.

SEPTEMBER 2023

- » Portland Customer Service returned to the Cliff Street Municipal Offices, following more than 12 months in the temporary Percy Street space.
- » The popular 'Eat, Shop, Play Local' competition returned for a four-week period to encourage residents to shop local to give back to our Shire's small business sector who foster our local economy, employ, and upskill our residents, drive growth and innovation and support not-for-profit projects.

OCTOBER 2023

- » As part of the partnership with Live for Life Glenelg, a sellout event was held with Olympic Gold Medallist Brooke Hanson OLY OAM as the keynote speaker. Brooke was a source of inspiration through her story of resilience, determination, and her positive outlook which helped support parents and carers through their journey of growing with the young person in their life.
- » Portland Airport joined forces with Mount Gambier Airport to ensure consistent service levels continued to be met. Staff at both facilities identified an opportunity to reduce the risk of staffing shortfalls, which resulted in a joint agreement to up-skill existing Airport personnel enabling them to work across both locations.
- » A total of \$79,548 was awarded to community groups from across the Shire in Round One of the Community Grants Program.

NOVEMBER 2023

- » The iconic Upwelling Festival, organised and run by a volunteer committee, returned to celebrate what is unique about Portland. The festival celebrating the environmental phenomenon the Bonney Upwelling saw thousands of locals and visitors enjoying maritime themed education, activities, artists workshop, community parade and live music.
- » More than 225 secondary school students from across the Glenelg Shire were on hand in Portland for Live4Life Glenelg's annual celebration event. Year 8 students and Crew from the four secondary colleges in the Shire – Heywood District Secondary College, Casterton Secondary College, Portland Secondary College and Bayview College – came together to recognise youth mental health and to celebrate another great year for the Live4Life initiative.

DECEMBER 2023

- » A statue of Commonwealth Games Gold Medallist Kathryn Mitchell honouring her outstanding athletics achievements and her ambassadorship for her community and country was unveiled at the entrance to the main oval at Island Park, Casterton's sporting precinct. The statue depicts Ms Mitchell as she launches her most famous throw, the one that brought her an Australian and Commonwealth Games record (68.92m) and Commonwealth Games gold medal at the Gold Coast in 2018.
- » Christmas events across the Shire took place with the Casterton Christmas Festival at Island Park, Christmas by the Bay in Portland and Christmas on the Town Green in Heywood bringing together community to celebrate the festive season. The events provided free family fun to with live local music, activities, food and a visit from Santa.
- » New Years in Portland attracted more than 3,000 people to the Portland Foreshore to bring in the New Year with one of the largest free fireworks displays in regional Victoria. Free family fun was provided with live music from Narrawong folk rock duo Little Georgia and free kids amusements. The Heywood community brought in the New Year on the town green at the Council supported event with two rounds of fireworks at 10pm and midnight, live music and food.
- » A monthly community newsletter was reinstated to provide regular updates to community. The newsletter was developed in digital form and print form to ensure everyone across the shire had access to the publication in the form they prefer. Copies are delivered across the shire by staff to cafes, general stores, health centres, Visitor Information Centres and Customer Service locations.

HIGHLIGHTS OF THE YEAR

2024

JANUARY 2024

- » Hooked on Portland took over the waterfront with thousands flocking to Portland to enjoy Council's iconic seafood, music and fishing festival that celebrates our region as a premier recreational fishing and tourism hotspot. Events attendees sipped, savoured and celebrated the local flavours on offer, while enjoying cooking demonstrations from celebrity chef Dani Venn, fishing education from Channel 10's fishing expert Lee Raynor and amazing live music from Australian 90s icons Boom Crash Opera.

FEBRUARY 2024

- » The Cruise Ship season was in full swing with a total of four ships docking this season in Portland, bringing an estimated 3,000-4,000 visitors to Portland.
- » Across the Shire community had their say and helped to shape the 2024 - 2025 budget. Information sessions were held in Nelson, Dartmoor, Heywood, Casterton and Portland, with 72 attending. A total of 26 submissions were made on the budget.
- » Glenelg Shire's largest annual one-day event, the Wood, Wine and Roses festival, returned to Heywood. Thousands of visitors from throughout Victoria and interstate took advantage of the beautiful weather to enjoy everything the festival has to offer.

MARCH 2024

- » The 2024 Leadership Great South Coast Leadership Program launched with two of Council's aspiring community leaders accepted into the program.
- » The organisation's annual staff recognition event was held at Heywood. A total of 47 staff from throughout the Shire were recognised for their long service or training achievements.

APRIL 2024

- » To mark World Autism Awareness Month businesses raised awareness of the issues people with autism face daily by hosting a series of "Quiet Hours" during April. The initiative has now been extended to be year-round at the Maritime Discovery Centre in Portland.
- » A total of \$82,739 was allocated to community groups in Round Two of the Community Grants Program.

MAY 2024

- » A new-look community awards event was launched recognising the value of volunteers and community groups in eight categories. The categories included Citizen of the Year, Outstanding Achievement Award, Senior Citizen of the Year, Youth Citizen of the Year, Community Group of the Year and Volunteer of the Year.
- » To mark National Reconciliation Week an event at the Heywood Community Hall on Thursday, 23 May. More than 200 people attended, including representatives from schools who spoke about what reconciliation means to them.

JUNE 2024

- » Thousands of people made Casterton their destination on the June long weekend for the 28th annual Australian Kelpie Muster. Records were broken across all events and the annual auction hit an historic milestone of \$4 million in sales since the first auction in 1996.
- » Whale season hit our coastline reinforcing our Shire's status as the whale watching capital of Victoria.

Cape Nelson Lighthouse Lookout

CHALLENGES AND FUTURE OUTLOOK

As we look ahead, we are excited to be embarking on extensive community engagement as Council reviews the 2040 Vision and Community Plan. This review will assist in the development of the 2025-2029 Council Plan, Municipal Public Health and Wellbeing Plan, 10-year Financial Plan, Asset Plan and Rating and Revenue plan. Together these documents set the future direction of Council allowing clear operational deliverables for the administration.

However, as we chart our course, we must navigate some uncertainty. The future of Federal and State grant funding remains unpredictable, and this uncertainty will influence our planning for major infrastructure projects.

Our commitment to strategic advocacy remained strong. We will continue to work with regional bodies such as the Southwest Alliance and Regional Development Victoria and engage with initiatives such as the Green Triangle Freight Action Plan and Great Ocean Road Regional Tourism. These partnerships are important as we advocate for the needs and opportunities of our region.

Exciting economic opportunities are on the horizon. Several projects have either been approved for construction or are in advanced planning stages, promising to bring substantial economic benefits to Glenelg Shire. This is balanced with our community's desire for a more sustainable future. Collaborating closely with stakeholders, we aim to embrace innovative solutions that align with our environmental goals.

Yet, our journey is not without its challenges. The Early Years sector presents a future focus for us. To address this, we've developed the Early Years Workforce Plan, which will steer our efforts and resources in supporting early years services. This plan is designed to help us anticipate risks, understand community impacts, and adapt to changes effectively.

Amidst all this, we're also feeling the weight of rising living costs. The financial strain is real, and maintaining our current service levels will be a significant challenge.

As we move forward, our focus will be on building our capacity. By leveraging existing strategies and frameworks, we are committed to achieving our objectives and ensuring a prosperous future for our community.



MESSAGE FROM THE CEO

I am pleased to present Council's Annual Report for 2023-2024, a year that has been one of the most challenging our organisation has been through.

Some of the challenges have included staff shortages and the rising cost of doing business (part of wider cost-of-living issues), resulting in continued pressure on our service delivery and levels, as well as delivery of projects – key priorities for any council.

Added to those challenges in 2023-24 were the changes in organisational leadership.

Chief Executive Officer Paul Phelan resigned in October 2023, nine months into his appointment, following which was the appointment of experienced former Hindmarsh Shire Council CEO Greg Wood in November for a six-month term. I am currently appointed for an interim term, until newly appointed permanent CEO Helen Havercroft commences in late July.

Two Councillors, Jayden Smith and Chrissy Hawker, also resigned in October 2023 and their positions were filled after countbacks conducted by the Victorian Electoral Commission by Alistair McDonald and Robyn McDonald. Two Municipal Monitors were appointed to Council by the Minister for Local Government in November 2023, and will continue in the role into the new financial year.

Through all the changes, staff have continued to deliver our services to an exceptional level, and I thank them for doing so each and every day of the week.

In September, Portland Customer Service fully returned to the Portland Municipal offices in Cliff Street, following the completion of repair work to the damage caused by the January 2022 storms.

There has been progress on many important capital works projects – the Alexandra Park upgrade being officially opened in August 2023 and the Cape Bridgewater Foreshore stage two works likewise in June 2024.

A celebration of our amazing, dedicated community took place with a new-look Community Awards program in 2024, with the recipients unveiled during National Volunteer Week events throughout the Shire. These awards are our annual opportunity to not only celebrate those who go above and beyond in our Shire but also to honour all the committed volunteers in our community.

We continue to work co-operatively and to our joint benefit with other councils – such as partnering with the District Council of Grant (SA) to upskill existing airport staff at Portland and Mount Gambier to enable them to work at both locations and with Warrnambool City Council to ensure our animal welfare centre obligations remain cost-effective.

In summary, despite a challenging year, it was business as usual, and I encourage you to take the time to read our Annual Report. It provides a detailed report of operations throughout 2023-2024 and most importantly celebrates our achievements.

Craig Niemann
Interim CEO



COMMUNITY GRANTS



The aim of the Community Grants program is to assist community organisations and groups to undertake activities and provide facilities for the benefit of the citizens and residents of the Shire, as identified in key council plans and strategy.

As part of the commitment to enhancing community wellbeing, it encourages and supports a broad range of arts and cultural events, community, sporting, adult learning, social support clubs and organisations through targeted funding programs.

The objectives of the Community Grants Program are:

- » To strengthen communities and develop community capacity.
- » To foster closer constructive cooperation between Council and communities.
- » To develop an accessible and inclusive community.
- » To encourage initiatives that promote the wellbeing and liveability of the community.
- » To ensure the safe provision of tourism, aged, youth, cultural, recreation and sporting facilities.

There are two rounds of funding each financial year with a total of \$162,288 provided this financial year to a range of community organisations or groups across the shire in one of the five categories:

COMMUNITY EVENTS

Supports the development of new and existing community events that promote vibrant and cohesive communities by bringing people together for common goals, celebration and expression. Organisers are encouraged to develop and deliver events that showcase local talent, provide public entertainment, foster community participation, connectedness and diversity.

COMMUNITY STRENGTHENING

Supports community projects, programs and initiatives with a specific focus on connecting communities and building community capacity. This includes projects that improve community facilities, encourage community participation and volunteerism, as well as those that build leadership skills and community wellbeing.

RECREATION

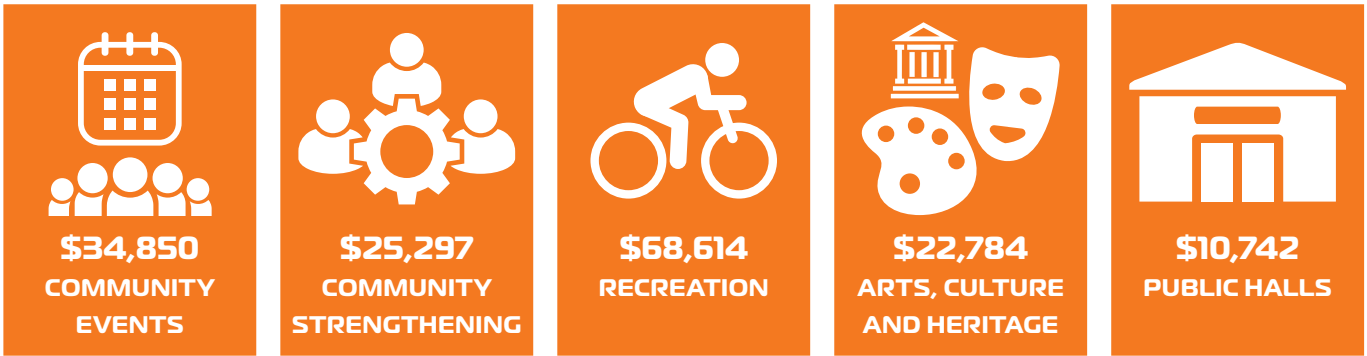
To increase sport and recreation participation, assist with club development, and enhance health, fitness and social cohesion. Applications in this category should align with council’s key Health and Wellbeing Plan and other relevant strategies. Examples – equipment, shelter, or to update facilities to ensure all abilities access.

ARTS, CULTURE AND HERITAGE

Supports a diverse and culturally rich Shire through community-driven projects and initiatives that increase arts profile, creativity and participation. These initiatives may focus on a wide variety of art forms.

PUBLIC HALLS

Provides funding assistance for community managed public halls (council or non-council owned) in recognition of the importance of public halls for communities.



COMMUNITY AWARDS

The Community Awards are an opportunity to pay tribute to outstanding local achievers. The awards were presented at the Volunteer Recognition Events that took place across the Shire during the annual Volunteer Week events that honoured the contribution that volunteers make to our communities.

Nominations were open to community groups and individuals that provide outstanding contribution in any field including education, health, fundraising, charitable and voluntary services, sport, arts, environment, or any other area that contributes to the advancement and well-being of a community.

A total of 22 nominations were received for the 2023-2024 Awards with the following community members and group recognised for their outstanding achievements this year.



Citizen of the Year,
Roger Middleton, Portland



Outstanding Achievement
Award, Alan Elijah, Casterton



Volunteer of the Year,
Mark Taylor, Portland



Senior Citizen of the Year,
Wendy Dowling, Dartmoor



Community Group of the Year,
Portland Dog Obedience Club



Youth Citizen of the Year,
Ajay Sonti, Portland and
Hayley Pumpa, Heywood

TOURISM AND EVENTS

Glenelg Shire features some of Australia’s most spectacular natural landscapes, history and Indigenous heritage sites. We continue to focus on strategic tourism growth and development, working with local business and regional tourism bodies to market, advocate, and promote the rich diversity of tourism product in the region.



Major events continued to be a significant driver of tourism growth in 2023 – 2024.
Estimated economic impact of the Shire's Iconic Festivals:



Source: National Institute of Economic and Industry Research (NEIR)
Completed and presented in economy id. By id. (Informed decisions) 17 June 2024

Maritime Discovery Centre Boardwalk - Portland



FINANCIAL SUMMARY

Glenelg Shire Council's (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

The 2023/24 Adopted Budget for GSC expected a surplus profit result of \$1.086M for the year. GSC's reported operating result for 2023/24 was a deficit of \$1.89M which resulted in a variance to budget of \$2.98M.

The \$1.89M deficit for 2023/24 was caused by a reduction in Total Income of \$8.97M, which was offset by a reduction in Total Expenditure of \$5.99M when compared to budget.

Operating Grant Income was lower than budget due to \$10M of the Commonwealth Assistance Grants for the 2023-2024 financial year being received (and recognised as Income under Accounting Standards) in June 2023.

The reductions in income were offset by higher Children's Services Income as a result of \$389k in increased Government Child Care Subsidies and Free Kindergarten Initiatives; a \$250k Grant received to undertake an Economy and Investment study; and \$231k of additional interest received due to higher interest rates and cash balances.

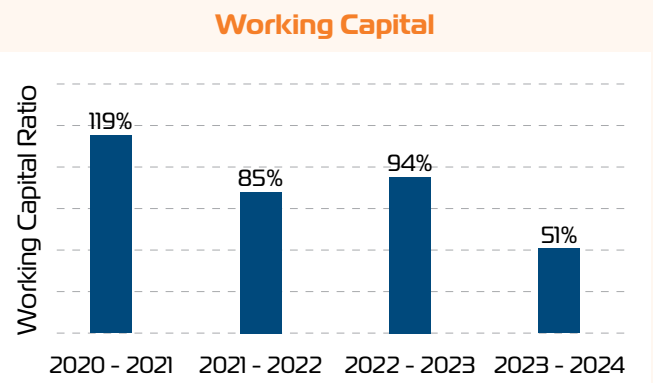
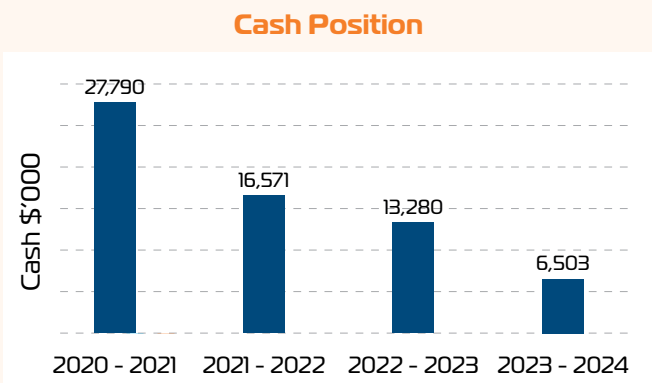
The decrease in Total Expenditure was caused predominantly by a favourable \$5M adjustment to our Provision for Landfill Monitoring costs and a \$2.2M reduction in Depreciation costs when compared to Budget.

The Adjusted Underlying Result, after removing non-recurrent capital grants and non-monetary contributions, was a deficit of \$5.1 million. This result was impacted by the \$10M of 2023-2024 Commonwealth Financial Assistance Grants being received in 2022-2023, and the \$5M decrease in expenditure due to the reduction in our Provision for Landfill Monitoring costs.

LIQUIDITY

GSC Cash balances at 30 June 2024 have reduced compared to prior years. This is due to Council's ongoing commitment to deliver major capital works projects per funding agreements, and Council's decision to utilise excess cash balances (received in advance for Capital Works projects) for operational expenditure instead of accessing loan funding.

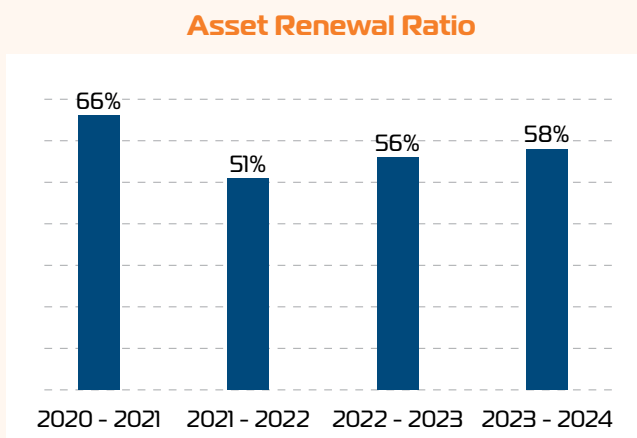
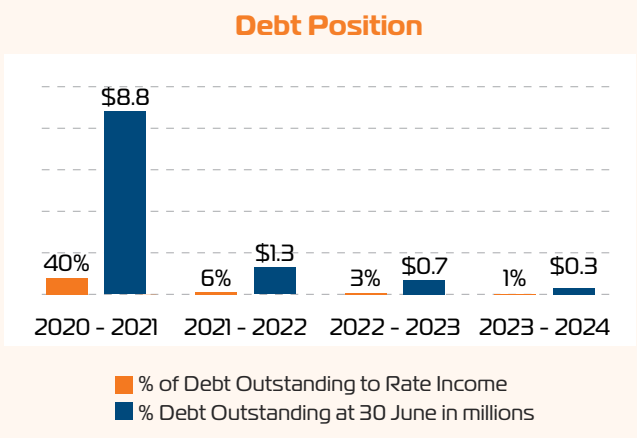
The Working Capital Ratio assesses Council's ability to meet current commitments. It is calculated by measuring current assets as a percentage of current liabilities. Council's result for 2023-2024 is 51% which is has decreased from 94% in 2022-2023. This is a result of a combination of factors being reduced cash balances (reduced current assets) and increased unspent grant funding at 30 June (increased current liabilities).



OBLIGATIONS

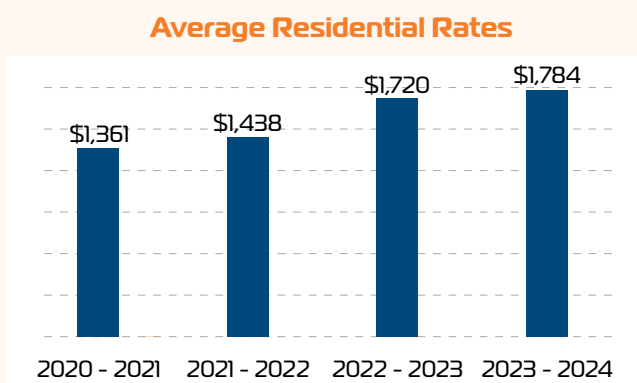
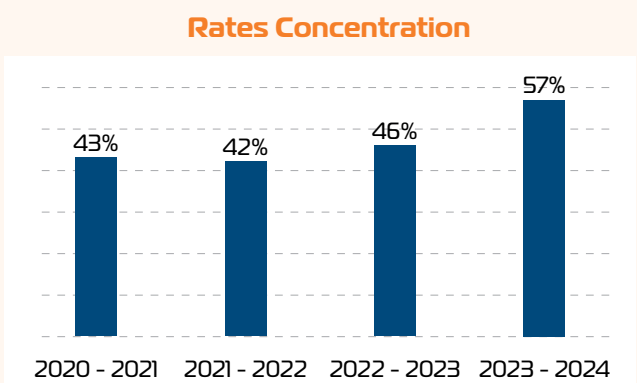
The Debt Ratio is measured by comparing the amount of interest bearing loans and borrowings owing at 30 June to Total Rates & Charges Revenue for the Financial Year. The Debt Ratio was 1% at 30 June 2024. The Debt Ratio has been decreasing over the past few years as the amount of current loan borrowings reduces. At 30 June 2024, Council has a loan balance owing of \$282k.

The Asset Renewal Ratio for 2023-2024 is 58% and remains similar to 2022-2023. This ratio is measured by comparing Asset Renewal and Upgrade expenditure to Depreciation. GSC spent \$6 million on Capital Upgrade and Renewal works during 2023-2024.



STABILITY AND EFFICIENCY

The Rates Concentration indicator compares Rates Revenue to Adjusted Underlying Revenue. GSC's result for 2023-2024 was 57% and was within the expected target band of 30%-80%. GSC's result was higher than the 46% concentration result from 2022-2023 and was impacted by the \$10M reduction in Commonwealth Financial Assistance Grants received in 2023-2024. For the 2023-2024 year the average residential rate per residential assessment was \$1,784, in line with the budgeted increase.



Narrawong Lavender Farm

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 2023-2024, Council allocated:



DESCRIPTION OF OPERATIONS

Glenelg Shire Council has 56 service areas delivering a range of services including family and children’s services, waste management, youth and wellbeing, recreation, building and libraries to matters concerning business development, planning for appropriate development, and ensuring accountability for Council’s budget. This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community.

Council’s vision, strategic objectives and strategies are described in our Council Plan 2021-2025 and the associated Budget 2023-2024 and reported upon in this document. Refer to the section on Our Performance for more information about Council services.

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

ECONOMIC FACTORS

- » The spike in inflation has created cost pressure for the organisation and impacted provision of service delivery as the cost to provide them escalates.
- » Contractor availability has resulted in delays to major projects.
- » Our cash position continues to be closely monitored.
- » Economic diversification will assist to transform and grow our economy. Fostering space for a variety of industries such as renewables, food and fibre, agriculture and tourism will enable strengthening of our region, creating a sustainable cycle of economic activity.
- » The Great South Coast Designated Area Migration Agreement (DAMA) will continue to assist with securing skilled and semi-skilled workers for identified industry.

MAJOR CHANGES

- » On 11 September 2023 Portland’s Customer Service location returned to 71 Cliff Street, Portland from its interim location at 56 Percy St, Portland.
- » Municipal Monitors were appointed by the Victorian Local Government Minister the Hon. Melissa Horne MP to Glenelg Shire Council from 13 November 2023 to 13 February 2024. The decision was made to extend one of the appointments until after the appointment of a permanent CEO and the other until December 2024. At the Statutory meeting held on 8 November Cr Karen Stephens was appointed Mayor. Councillors voted not to elect a Deputy Mayor.
- » On 10 November 2023 Councillors appointed Greg Wood as CEO for a term of up to six months.
- » On 7 May 2024 Councillors appointed Craig Niemann as CEO for a term of eight weeks.
- » On 14 May 2024 Councillors appointed Helen Havercroft as CEO
- » In January 2024, updates to the Governance Rules were implemented. Updates included changes to Council Meeting Question Time, and the requirement for members of the Public to submit their questions in writing by midday the business day prior to the Council Meeting.

DESCRIPTION OF OPERATIONS

MAJOR CHANGES TO OUR ORGANISATIONAL STRUCTURE

OVERVIEW

In the past year, our organisation has undergone significant changes in our structure. These changes were initiated to enhance our operational efficiency and better align with the needs of our community. These strategic adjustments are aimed at ensuring that our resources are optimally allocated to areas where they can have the greatest impact, ultimately enabling us to better serve our community.

STRUCTURAL CHANGES

COMMUNITY SERVICES

The Home and Community Care Program for Younger People and the Commonwealth Home Support Program exits were extended until 30 September 2023. This decision was accompanied by a reduction in staff, with affected employees being offered redundancies and redeployment opportunities.

The functions of Arts and Culture and Library Services have been merged to create a new department called Libraries and Arts.

Visitor Information Services (VIS) tourism activities, events, and grants have been consolidated into one service unit, reporting to the Economic Development Coordinator.

The planning unit has been moved from Corporate Services to Community Services and along with the Economic Development team has been realigned to establish the Planning and Development unit.

INFRASTRUCTURE SERVICES

The directorate formerly known as Assets has been renamed to Infrastructure Services to better represent its functions.

Various team and reporting line adjustments were made to ensure cohesive and efficient operations.

The Infrastructure Services unit now includes the following work units:

- » Projects and Engineering
- » Roads and Infrastructure Maintenance
- » Environment and Facilities
- » Local Port Operations
- » Airport Operations
- » Infrastructure Support

CEO

Media and Communications moved from Community Services to the CEO directorate.

The Organisational Development unit has been renamed to People and Culture.

Leadership transition - following the resignation of the CEO, appointments for Acting CEO were made while the recruitment process was underway. An appointment was made in May 2024 for an ongoing CEO.

CORPORATE SERVICES

Building and Health units were combined into one.

A Governance work unit has been established to address an identified organisational need, with existing roles realigned under an Executive Manager of Governance.

IMPACT AND FUTURE DIRECTIONS

These changes are strategically designed to ensure each Directorate has a clear, and well-defined role in delivering services to our community. By establishing clear accountability and fostering essential connections and collaboration between Directorates, we are contributing to a high performing organisation. This transformation provides our employees with the space to excel and makes our organisation more user friendly for the community.

With this foundational work completed, we are now entering a phase of organisation-led continuous improvement. This phase will involve designing new ways of working and fully realising the benefits of our new organisational structure. We are committed to ongoing development and refinement to ensure we continue to meet the evolving needs of our community and employees.

MAJOR ACHIEVEMENTS

The Alexandra Park multipurpose facility was officially opened in August 2023. The project saw a complete overhaul for the venue, with a new multi-purpose pavilion, lighting, car parking upgrades, accessibility enhancements, kitchen and changeroom facilities. The project was jointly funded through Sport and Recreation Victoria, the Federal Government and Glenelg Shire Council.

Stage 2 works of the Cape Bridgewater Master Plan Infrastructure Upgrade were completed in June 2024, the works including accessible elements such as boardwalks and a footpath to create a connecting pathway to designated parking areas.

The Federal Government's Budget in May 2024 saw \$150 million allocated to the upgrade of the Maroona-Portland rail line. The upgraded rail line will see a higher axle limit and increase in allowable speed on the line, ensuring the Port of Portland is cost-competitive with the Ports of Melbourne and Geelong as well as opening up freight opportunities for our region's exporters.

Completion of Phase 3 Digital Glenelg Roadmap. The roadmap was developed to provide clear strategic direction to implement Glenelg's business transformation program. There were four program phases outlined that included recruitment of essential roles to enable the delivery of projects, implementation of Microsoft 365, mobile device rollout, network drives migration, development of an IT strategy, review and upgrade of cyber security and disaster recovery infrastructure, website redevelopment, implementation of a new Human Resource Management System, business process reform and automation of workflows, and replacement of server infrastructure.



MAJOR CAPITAL WORKS

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE - PHASE ONE:

All projects from phase one are now complete. Projects delivered within this phase included:

- » Merino Stock Route
- » Casterton Caravan Park – Camp Kitchen
- » 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 and Court Sealing
- » Wattle Crescent Playground Renewal
- » Pump Track Casterton
- » Pump Track Portland
- » South Portland Hall Upgrade
- » Fawthrop Centre Heating and Cooling Upgrade
- » Merino Pool Shade Sail

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE - PHASE TWO:

All projects from phase 2 are now complete. Projects delivered within this phase included:

- » Alexandra Park Lighting Upgrade
- » Alexandra Park Scoreboard
- » CR Gill Pavilion Refurbishment
- » Casterton Saleyards Upgrade
- » Island Park Lighting Upgrade
- » Dartmoor Dump Point
- » Portland Foreshore Ancillary Works












Island Park - Casterton

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE - PHASE THREE:

TOTAL COST:		\$4,547,222		GRANT FUNDING:		\$4,547,222					
LOCATION		PROJECT		CARRIED FORWARD FROM 2022/2023		COMPLETED		CARRY FORWARD TO 2024/2025		ON HOLD	
Cape Bridgewater	Landscaping and Pathways							-		-	
Heywood	Football Oval Lighting			-				-		-	
Heywood	Transfer Station Upgrade					-		-		Move to Phase 4	
Merino	Transfer Station Upgrade					-		-			
Portland	Alexandra Park Upgrade Works			-				-		-	
Portland	Foreshore Ancillary Works			-				-		-	
Portland	Henty Street Toilet Upgrade					-				-	
Portland	Pathway Construction			-				-		-	
Portland	Thermal Loop Upgrade					-				-	

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE - PHASE FOUR:

TOTAL COST:		\$266,058	GRANT FUNDING:		\$266,058
LOCATION	PROJECT	CARRIED FORWARD FROM 2022/2023	COMPLETED	CARRY FORWARD TO 2024/2025	
Cape Bridgewater	Bridgewater Toilet Upgrade	-	-		
Casterton	Little Athletics Club Upgrade	-	-		
Portland	Ceremonial Dance Space	-	-		
Portland	Maretimo to Cavendish Street Connecting Path	-	-		
Portland	Henty Street Toilet Ancillary Works	-	-		
Heywood	Transfer Station Upgrade	-	-		
Casterton	Water Tower and Railway Precinct Path	-	-		
Merino	Community BBQ Shelter	-	-		
Portland	Bentinck Street Rehabilitation	-	-		

MAJOR PROJECTS

PORTLAND FORESHORE REDEVELOPMENT



TOTAL COST: \$6,229,616
STATE GRANT FUNDING: \$3,964,000
COMMONWEALTH GRANT FUNDING: \$1,221,136
COUNCIL CONTRIBUTION: \$1,044,480

The Portland Foreshore Master Plan will see 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.

Stage 1 and 2 are now complete, which incorporated the addition of a pump track located near the Youth Precinct area and installation of safety bollards. Lighting installation contract for the pathways and boardwalks has been awarded with the installation commencing in May 2024 with completion scheduled for early in the 2024-2025 financial year. The Ceremonial Dance space contract has been awarded and construction is due to commence early in the 2024-2025 financial year.

CAPE BRIDGEWATER MASTER PLAN INFRASTRUCTURE UPGRADE



TOTAL BUDGET: \$5,477,222
STATE GRANT FUNDING: \$1,500,000
COMMONWEALTH GRANT FUNDING: \$1,427,222
COUNCIL CONTRIBUTION: \$2,550,000

The Cape Bridgewater Master Plan Infrastructure upgrade seeks to 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 project included the construction of a rock wall, sandstone viewing platform, ramps, and stair access points and is now complete. Stage two of the project including carpark upgrades, accessible pathways and boardwalks and landscaping was completed in May 2024. Stage 3 will be undertaken in the 2024-2025 financial year and will see upgrades to the amenities building.

ALEXANDRA PARK MASTER PLAN STAGE 2



TOTAL COST: \$7,405,344
STATE GRANT FUNDING: \$3,220,146
COMMONWEALTH GRANT FUNDING: \$1,885,913
COUNCIL CONTRIBUTION: \$2,299,285

The Alexandra Park Master Plan stage 2 included construction of an all-abilities sports pavilion, accessible pathways, car parking and sports field lighting. The construction commenced at the beginning of the 2022-2023 financial year and was completed in September 2023.

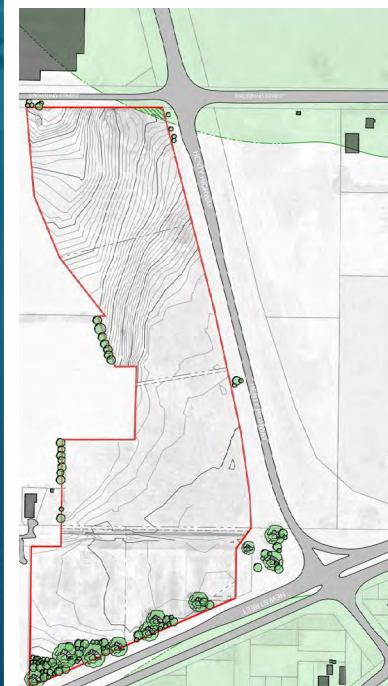
PORTLAND MULTIPURPOSE BUILDING



TOTAL BUDGET: \$6,200,000
GRANT FUNDING: \$5,000,000
COUNCIL CONTRIBUTION: \$1,200,000

The building will see the construction of a bespoke two-story community pavilion building that incorporates new shared clubroom facilities with social spaces, kitchen facilities and outdoor areas, ramp and lift access, function spaces with ocean facing balconies, as well as a café and fresh seafood market showcasing produce from the region's world class fisheries and aquaculture producers. This facility will replace the current Portland Yacht Club and Portland Sports Fishing Club buildings. Design and consultation have been completed as of 30 June 2024 and the construction tender is in progress. Council continues to work with the funding body and landowner to ensure a successful outcome for the project.

PORTLAND EMPLOYMENT PRECINCT



TOTAL COST: \$2,500,000
GRANT FUNDING: \$2,500,000

The project will improve access to industrial sites within the Portland North Employment Precinct, as well as enhancing connectivity between the precinct and Portland's main road-freight route – the Henty Highway. These industry-enabling infrastructure upgrades will facilitate business investment, support job creation, and stimulate economic activity in Portland and the region.

The precinct is identified in a number of plans for commercial/industrial development, however due to the high cost of infrastructure for the undeveloped areas this grant, which is stage two, is required to construct "enabling infrastructure" being intersections, road upgrades and associated lighting to allow quick and smooth development into the future without the burden of these items being placed on respective developers.

The final component of this grant is expected to be delivered in 2024-2025 financial year.

OUR COUNCIL

SHIRE PROFILE

\$1.16 BILLION

Glenelg Shire's Gross Regional Product (GRP) is estimated at \$1.16 billion*



20,379

The Glenelg Shire population forecast for 2024 is 20,379 and is forecast to grow to 21,646 by 2036.²



8,718

At the end of June 2023, there were 8,718 jobs located in the Glenelg Shire**



6215KM²

(621,471 Hectares)
Land Area¹



2.21

Average
Household³



1,956

Local
Businesses¹



9,532

Employed
Residents¹



14,037

Rateable
Properties



1 Source: National Institute of Economic and Industry Research (NIEIR) ©2023
Compiled and presented in economy.id by .id (informed decisions) Retrieved June 2024 from economy.id.com.au
Retrieved May 2022

2 Source: Population and household forecasts, 2021 to 2036, prepared by .id (informed decisions), February 2023.
Retrieved June 2024.

3 Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021.
Compiled and presented by .id (informed decisions). Retrieved June 2024

*Which represents 0.21% of the state's GSP (Gross State Product).

**The largest industry was Health Care and Social Assistance, generating 1,312 local jobs in 2022/2023, followed by Agriculture, Forestry and Fishing and Manufacturing.

OUR LOCATION



- | | |
|--|--|
|  Casterton, Merino, Lake Mundi, Henty, Digby and Dunrobin |  Narrawong, Allestree and Tyrendarra |
|  Heywood, Dartmoor, Condah, Hotspur, Drumborg, Drik Drik, Wallacedale, Homerton and Mumbannar |  Portland, Cape Bridgewater, Dutton Way, Cashmore, Mount Richmond, Bolwarra and Gorae |
|  Nelson | |

COUNCIL OFFICES



CONTACT US

-  PO Box 152 Portland 3305
-  1300 GLENELG (1300 453 635)
-  enquiry@glenelg.vic.gov.au
-  www.glenelg.vic.gov.au

CUSTOMER SERVICE LOCATIONS

PORTLAND

71 Cliff Street, Portland

Range of services including;

- » All Glenelg Shire enquiries
- » 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 print cartridges and small E-waste
- » Hall/meeting room bookings

HEYWOOD

77 Edgar Street, Heywood

Range of services including;

- » All Glenelg Shire enquiries
- » Issue and collection of sharps containers
- » Waste collection lost or replacement bins, animal registration, general property and debtor enquiries
- » Vic Roads Agency: trailer registrations, learners permit testing, photo point for licences
- » Glenelg 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;

- » All Glenelg Shire enquiries
- » Issue and collection of sharps containers
- » Waste collection lost or replacement bins, animal registration, general property and debtor enquiries
- » Vic Roads Agency: trailer registrations, learners permit testing, photo point for licences, work diaries
- » Glenelg Library services
- » Drop off Centre for Mobile Muster, print cartridges and small E-waste
- » Hall/meeting room bookings

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 three (3) new Councillors and four (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.

Following the resignation of Cr Anita Rank effective 30 June 2023, a Countback was conducted and Cr John Northcott was elected as the replacement.

On 18 October 2023 Cr Jayden Smith tendered his resignation. A countback was held on 20 November and Cr Alistair McDonald was elected as the replacement.

On 20 October 2023 Cr Chrissy Hawker tender her resignation. A countback was held on 4 December and Cr Robyn McDonald was elected as the replacement.

Vacancies were filled by countbacks of all formal votes from the 2020 Glenelg Shire Council election. Votes are redistributed to candidates who were unsuccessful in 2020 but are still eligible to be elected.

The countback is based on the proportional representation method of counting, which means candidates must achieve a proportion of votes known as a quota.

At a Statutory Meeting held on 8 November 2023, Cr Karen Stephens was elected as Mayor of Glenelg Shire Council for the 2023-2024 Mayoral Year.

Councillors voted not to elect a Deputy Mayor of Glenelg Shire Council for the 2023-2024 Mayoral Year.

CURRENT GLENELG SHIRE COUNCILLORS

NAME	EMAIL	CONTACT NUMBER
Cr Karen Stephens	karen.stephens@cr.glenelg.vic.gov.au	0488 900 645
Cr Michael Carr	michael.carr@cr.glenelg.vic.gov.au	0437 788 034
Cr Scott Martin	scott.martin@cr.glenelg.vic.gov.au	0437 755 463
Cr Alistair McDonald	alistair.mcdonald@cr.glenelg.vic.gov.au	0488 761 911
Cr Robyn McDonald	robyn.mcdonald@cr.glenelg.vic.gov.au	0461 352 289
Cr John Northcott	john.northcott@cr.glenelg.vic.gov.au	0408 744 456
Cr Gilbert Wilson	gilbert.wilson@cr.glenelg.vic.gov.au	0488 900 634

COUNCIL MEETINGS

14
COUNCIL MEETINGS



150
RESOLUTIONS



39
RESOLUTIONS
MADE AT CLOSED TO PUBLIC MEETINGS



1
STATUTORY COUNCIL MEETINGS



EXECUTIVE TEAM

The Executive Team of Glenelg Shire is headed by the Chief Executive Officer. They handle the day-to-day management of Council activities and services, execute Council decisions and ensure accountability.

The Executive Team comprises of the CEO, Director Corporate Services, Director Infrastructure Services, Director Community Services, Chief Information Officer (CIO) and Executive Manager People and Culture.



CRAIG NEIMANN

Chief Executive Officer

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 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 Executive Team the CEO executes and implements policies and decisions of Council.

The CEO collaborates with the Council and staff to prioritise development and innovation, driving positive change and growth for the benefit of the Glenelg Shire community.



SHELLEY BOURKE

*Executive Manager
People and Culture*

The Executive Manager of People and Culture supports the organisation and its staff, fostering a positive culture that enhances retention and productivity. This role oversees recruitment, onboarding, learning and development, payroll, and employee relations, focusing on enhancing wellbeing.

The Executive Manager implements people strategies to increase employee engagement and satisfaction while ensuring compliance with gender equity requirements. Collaborating closely with the CEO and Executive Team, they contribute to achieving organisational objectives and driving overall performance and growth.



DAVID HOL

Director Corporate Services

The Director Corporate Services is accountable for the leadership and management of multi-disciplinary team that plays a critical role in maintaining corporate governance within the organisation and as a member of the Executive Team, provides strategic advice and support to the CEO.

Corporate Services, under the leadership of the Director incorporates internal and external services such as Finance, Building and Health Services, Emergency Management, Health and Safety and Customer Service and ensures efficient operations aligned with the organisation's values, objectives, and goals.



STUART HUSBAND

Director Infrastructure Services

The Director of Infrastructure services oversees the management and leadership of the infrastructure directorate including the Local Port of Portland, Airport and Transfer Stations across the Shire. In addition, the Director provides leadership to our Engineers, Road and maintenance teams and Project Managers.

Along with providing financial management and policy development, supporting the CEO and Executive Team, the Director of Infrastructure strives to achieve the objectives outlined in the Council Plan, including the effective management of capital works while maintaining a high standard of customer service within the Infrastructure Services Department.



ANN KIRKHAM

*Chief Information Officer,
Glenelg Futures*

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

Glenelg Futures, under the leadership of the Chief Information Officer, spearheads the integration of three key units to catalyse digital transformation throughout the organisation, while fostering the initiation of digital advancement across the Glenelg Shire.



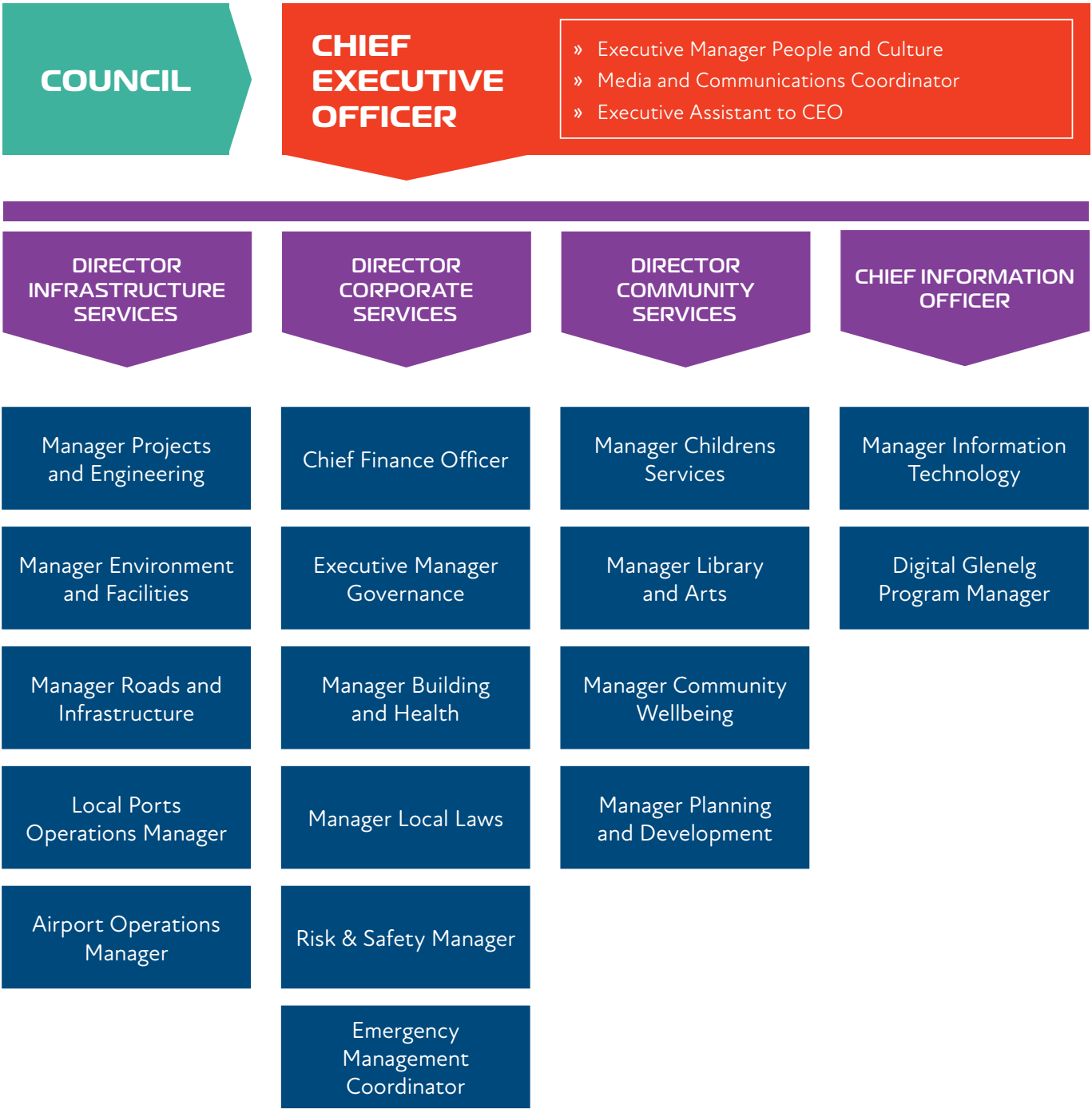
JAYNE MILLER

Director Community Services

The Director of Community Services provides leadership and strategic direction for a diverse range of community services, and provides support to projects which promote community capacity building and enhanced community wellbeing. The Director of Community Services also participates as a member of the Executive Team supporting the CEO with the overall strategic, financial, and business direction of the organisation.

The Director Community Services plays a crucial role in ensuring effective supervision and guidance through the creation and implementation of various important initiatives. This includes overseeing the development of the Council Plan, Municipal Public Health and Wellbeing Plan as well as the Annual Report.

ORGANISATIONAL
STRUCTURE

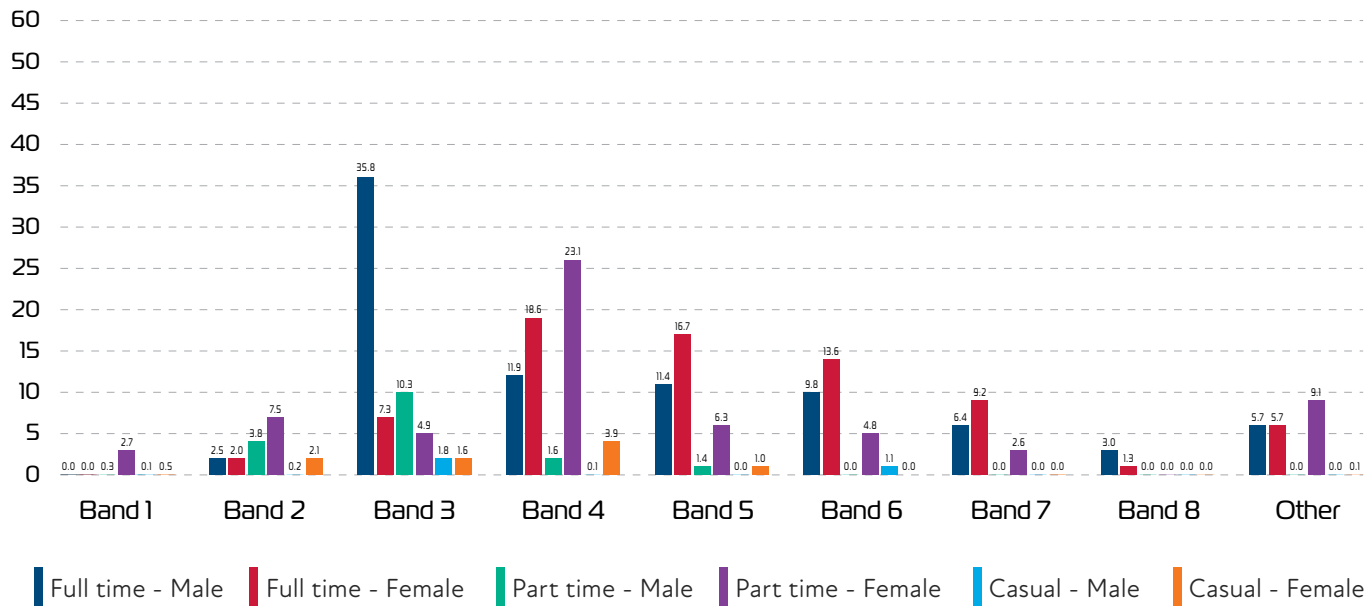


COUNCIL
STAFF

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

SUM OF EMPLOYEE TYPE/GENDER	CEO	COMMUNITY	CORPORATE	GLENELG FUTURES	INFRA SERV	TOTAL
Casual	0.1	5.3	2.2	0	3.1	10.8
Female	0.1	4.5	1.9	0	0.2	6.8
Male	0	0.8	0.3	0	2.9	4.0
Full Time	9.5	36.9	28.1	10.5	73.4	158.4
Female	7.8	31.3	20.7	5.1	7.2	72.1
Male	1.7	5.6	7.4	5.4	66.2	86.3
Part Time	4.3	42.6	18.7	2.7	17.2	85.5
Female	4.3	40.3	15.5	2.7	5.8	68.6
Male	0	2.3	3.2	0	11.4	16.9
TOTAL	14	84.8	49	13.1	93.7	254.7

COUNCIL STAFF



RECOGNITION OF STAFF & THANK YOU WEEK

Glenelg Shire Council is committed to establishing a strong culture of recognition where employees' efforts are appreciated, and contributions valued.

Council hosts an annual staff recognition event to demonstrate ongoing commitment and appreciation. The event provides an opportunity for staff to come together to acknowledge the efforts, contributions, dedication, and achievements within the organisation. This helps create a sense of belonging in the workplace and assists in building a culture of mutual respect. Staff are also acknowledged for their years of service and commitment to the Council values.

The following 34 employees were recognised for their service to Council, ranging from 5 years to 35 years:

5 YEARS OF SERVICE

Shelley Bourke, Karen Paterson, Bryce Spencer, Jane Ruge, Tina Biggs, Jodie Wetherill, Michelle Mitchell, Diane Field, Angela Beer, Michael Doherty, Laurie Porter, Michael Grigg

10 YEARS OF SERVICE

Jodie Birch, Paige Williamson, Sam Millard, Helen MacFarlane

15 YEARS OF SERVICE

Sharon Bridgewater, Matthew Hiscock, Jason Finch, Kirby Anderson, Kayleen Rundell, Linda Field, Cheryl Gunia, Andrew Broom, Tammy Hurst

20 YEARS OF SERVICE

Chris Saunders, Christopher Evans, Shelly Monaghan, David Surrey, Darren Jarry

25 YEARS OF SERVICE

Damien Carter

30 YEARS OF SERVICE

Samantha Kohlman

35 YEARS OF SERVICE

Karen Bull, Lynne McMahon

ACHIEVEMENTS

Advanced Diploma of Building Surveying
Adam Taylor and Eva Clark

Bachelor of Commerce
Lisa Hein

Bachelor of Early Childhood Education
Jhunu Hann

Graduate Diploma of Early Childhood Education
Carissa Williams

Certificate III in Early Childhood Education
Sarah Luers, Brianna McMillan, Paula Avery, Alexzia Petch, Dempsy Bridgeman, Elizabeth Ball



Left - Right: Samantha Kohlman, Interim CEO Greg Wood, Lynne McMahon, Karen Bull.

OTHER STAFF MATTERS

LEARNING AND DEVELOPMENT

We are committed to enriching employee job roles by investing in professional learning and development, leadership development, gender equality, diversity and inclusion, Occupational Health and Safety, cultural awareness, soft skill development, on the job opportunities and wellbeing initiatives. Employees are encouraged to build and expand their knowledge and skills in various ways, fostering their growth and supporting the organisation and developing employees.

This year has seen a strong focus on organisational compliance and targeted training initiatives tailored to individual work units. Our comprehensive training program has encompassed a diverse array of topics, including:

- » Dealing with difficult behaviour
- » Writing for influence
- » First aid and CPR
- » Emergency management
- » Cyber security
- » Family and domestic violence awareness
- » Fraud and corruption awareness and prevention
- » Health and safety representative
- » Safe handling of sharps and infectious waste
- » Code of conduct adherence, and
- » Children's Services and Depot work units specific training

We continue to maintain a strong focus on employee health and wellbeing through our "Wellbeing Corner" program, wellness webinars, and regular informal networking and collaborative events.

Support is provided to employees pursuing relevant undergraduate and postgraduate degrees, with two staff members currently completing formal qualifications. Throughout the year, many of our staff have participated in informal role-specific training and development opportunities, demonstrating our dedication to nurturing talent and fostering continuous growth and learning.

BUILDING OUR LEADERSHIP CAPABILITY

We strive to improve and broaden our internal skills and capabilities, with a focus on developing leadership among all employees. Current and emerging leaders have participated in our leadership development program 'Lead to Succeed'. Our organisation and employees will continue to reap the benefits of the program, supporting more than 25 staff in each of the 2023 and 2024 programs. The Lead to Succeed program equips leaders with the skills to inspire and engage teams. In addition to formal training initiatives, we provide internal leadership experiences, including opportunities for acting roles across the organisation.

EQUAL OPPORTUNITY & HUMAN RIGHTS

Our organisation has an important role in leading and advocating for equality, diversity, and inclusion. We are committed to creating an inclusive, safe, and diverse community where all individuals are valued equally regardless of their gender. It is our mission to lead a workplace culture that promotes and embeds dignity, respect and fairness, ensuring the same rights, rewards and opportunities for all individuals.

We achieve this through several key initiatives:

- » Cultivating a workplace culture based on gender equality, inclusion, and respect, which is reflected in our policies, processes, and values.
- » Creating an inclusive and safe environment that supports the wellbeing, innovation, and critical thinking of our employees.
- » Making reasonable adjustments to enable equal participation and access to services.
- » Offering flexible work arrangements to encourage full participation and accommodate the diverse needs of our workforce.
- » Creating an environment that enhances performance, engagement, and satisfaction.
- » Taking proactive measures to eliminate bullying, harassment, discrimination, sexual harassment, and victimisation in the workplace.

OTHER STAFF MATTERS

CHILD SAFE

As a child safe organisation under the *Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015*, we are dedicated to upholding the Victorian Child Safe Standards. We recognise that maintaining a culture of child safety requires the collective effort of everyone within the organisation. This includes taking responsibility for the care and protection of children and reporting any instances of child abuse.

To ensure the effectiveness of our child safety measures, we provide training, skills, and knowledge to all employees, empowering them to support and advocate for children and young people in our community. Since 2017, we have maintained a Child Safe Policy and continue to integrate Victoria's Child Safe Standards into our operations with the support of the Child Safe Working Group, Children's Services, People and Culture and Risk & Safety departments.

As part of our ongoing commitment to child safety, all staff participate in our tailored annual Child Safety and Wellbeing Awareness program.

GENDER EQUALITY

Our role in leading and advocating for equality, diversity, and inclusion extends to our Gender Equality focus and obligations. We undertake this in a collaborative and shared style across the organisation.

The *Gender Equality Act* places mandatory reporting obligations on our organisation to the Victorian Gender Equality Commission, around specific indicators on what we are doing to progress gender equality in the workplace. The reports are published on our public website – The Gender Equality page provides the full details.

The Gender Equity and Inclusion Plan (2018-2021) serves as the foundation for our ongoing initiatives and paves the way for development of our Gender Equality Action Plan 2021-2025 prepared for the Commission.

This year our focus has been on the preparation and submission of our progress report, undertaking Gender Impact Assessments and continuing the implementation of our five-year Gender Equality action plan.

Our progress report is presently progressing through the Gender Equality Commission review stages. Once finalised this report will be published on our website.

The 2023 data sees an equal workforce composition at executive level and an overall work composition that is predominantly female (68%). Women make up the largest group of participants in career development training in 2023 at 74%.

Gender Impact Assessments undertaken on key policies and procedures included:

- » Recreation Access
- » Parental Leave
- » Portland Leisure and Aquatic Centre Changeroom Access
- » Must Street Traffic Lights and
- » Portland CBD Amenities Upgrade

Each of these assessments resulted in a series of recommendations to consider during the implementation phase, to reduce the barriers to engagement and accessibility for those who have varied needs relevant to gender, race, ability, age, financial status etc.

We have delivered on our year 2 and year 3 actions including:

The endorsement of an inclusive, equitable and gender neutral parental leave procedure and delivery of family violence awareness training and family violence support policy. Workplace flexibility and work life balance will continue to be part of cultural enrichment initiatives.

This comprehensive action plan strengthens our commitment to gender equality and inclusion, guiding our leadership and advocacy efforts in addressing gender inequities as an employer, service provider and community stakeholder.

PREVENTING VIOLENCE AGAINST WOMEN

Glenelg Shire is working to address the Prevention of Violence Against Women through promoting gender equity, respectful relationships and breaking down gendered stereotypes.

Glenelg Shire is a partner to Respect 2040, a regional collective that provides an evidence-based approach to creating a gender equal community. We once again secured funding to support the delivery of the annual 16 Days campaign across the Shire.

Partnering with Portland Rotary SayNo2familyviolence Committee to coordinate a Walk Against Family Violence event in Portland that included a free BBQ and coffee with cups displaying campaign messaging. A banner and custom ribbon displaying the Respect Women: Call it Out branding was installed on the Bentinck St fence with signage presenting facts about the impact of violence against women.

A local campaign was rolled out across our social media platforms and we also contributed to a regional social media campaign in partnership with Women's Health and Wellbeing Barwon South West, Respect 2040. Highway signage was also developed for annual usage, to be displayed on community event signage at the entrance to Portland, Heywood and Casterton.

In Casterton, Council delivered a staff breakfast in partnership with Casterton Memorial Health, to acknowledge changes in the internal family violence policies of each Organisation and to promote awareness of the campaign.

RESPECT IS...



#respectis #callitout #16days



OTHER STAFF MATTERS

ENTERPRISE AGREEMENT

An enterprise agreement outlines employment terms and conditions between Glenelg Shire and its employees. The Glenelg Shire Council Enterprise Agreement (EA) No 8 was approved by the Fair Work Commission on 11 February 2022 and has a nominal expiry date of 30 June 2024.

The parties to the agreement are Council (via the CEO), 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 and Midwifery Federation (ANMF). The Enterprise Agreement aims to provide terms and conditions of employment that are fair, sustainable, and affordable.

HEALTH AND SAFETY

Our aim is to maintain a safety culture that supports an incident and injury-free workplace for all employees, Councillors, contractors, visitors and the public.

Our Safety Management System is continually being monitored and in 2023-2024 included some major improvements such as:

- » Digitisation of our safe processes and forms
- » Maturity of our audit, inspection and training processes
- » Health Monitoring checks were completed
- » Review after testing of Business Continuity Plan
- » Register reviews completed
- » Safety and Risk KPIs achieved
- » Quarterly reports provided to Executive Team and Audit and Risk committee

MENTORS AND MENTEEES

Glenelg Shire highlights the importance of mentorship within our Traineeship and Apprenticeship programs. Trainees and Apprentices are paired with experienced employees who serve as Mentors, providing valuable guidance and support. This informal workplace mentoring arrangement between existing employees, trainees and apprentices provides continual assistance to those undertaking their apprenticeship as well as supporting the new staff, many of whom have recently completed their schooling, to adjust to their work environment.

The benefits of mentorship extend beyond the individual Mentee, contributing to the professional development of existing employees and facilitating the transfer of valuable organisational knowledge and skills.



Flynn Boyer, Apprentice Diesel Mechanic



Kris Moore, Apprentice Horticulturist

TRAINEESHIPS AND APPRENTICES

Glenelg Shire is proud to provide valuable opportunities for trainees and apprentices, contributing to the upskilling and reskilling of individuals within our community. Through our Traineeship and Apprenticeship programs, we offer a combination of practical work experience, paid employment, and nationally accredited training to successful candidate/s.

In the 2023 trainee program intake, five new trainees commenced and completed their traineeships in Early Childhood Education, Information Technology, Information and Data and Business Administration. Currently, our 2024 program intake supports new trainees in Business Administration and Early Childhood Education, while also continuing to support a trainee in Early Childhood Education spanning the 2023-2024 period.

Our current apprenticeship program includes an apprentice Diesel Mechanic (a four-year program) and an apprentice Horticulturist (a three-year program). During the 2023-2024 period, two apprentices completed their apprenticeship in January 2024 - one apprentice Horticulturist and one apprentice Mechanic.

Two of our trainees and an apprentice have completed their training programs and secured ongoing employment within our Children's Services programs, Community Services Administration and Parks and Gardens.

Glenelg Shire actively contributes to the community through student placements undertaken by local secondary school students and vocational training providers.

Throughout the 2023-2024 period, student placements were conducted within various service areas, including Children's Services, Glenelg Libraries, Portland Visitor Information Centre, Portland Animal Welfare Centre, Local Port and Community Services. Through these initiatives, we continue to invest in the future workforce and support the development of skills and knowledge within our community.

BUILDING SURVEYOR CADETS

The Building Surveyor Cadetship is a three-year program that provides cadets with formal qualifications and experience, enabling them to gain an applicable Building Surveyor/Inspector registration.

Glenelg Shire currently has three cadets progressing through the program, with one successfully completing the program in March 2024 and obtaining their building inspector licence. They continue to work with Council in the capacity of a registered building inspector.



Eva Clark, Cadet Building Surveyor



Rachel Brough, Cadet Building Surveyor



Adam Taylor, Building Surveyor

OUR PERFORMANCE

INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK

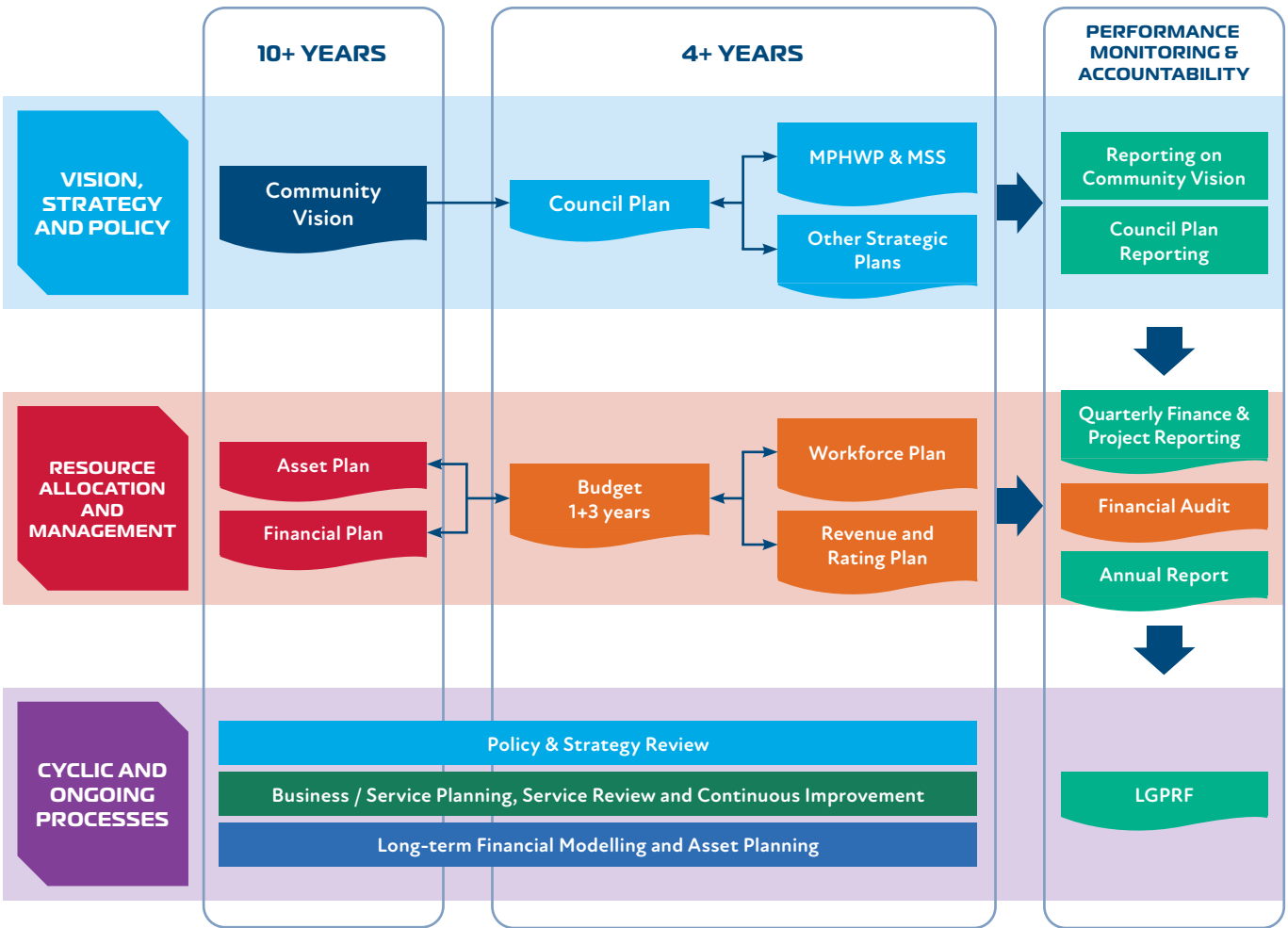
Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

- » A Community Vision (for at least the next 10 financial years);
- » A Council Plan (for at least the next 4 financial years);
- » A Financial Plan (for at least the next 10 financial years);
- » An Asset Plan (for at least the next 10 financial years);
- » A Revenue and Rating Plan (for at least the next 4 financial years);
- » An Annual Budget (for the next 4 financial years);
- » A Quarterly Budget Report;
- » An Annual Report (for each financial year); and
- » Financial Policies.

The Act also requires councils to prepare:

- » A Workforce Plan (including projected staffing requirements for at least 4 years);

The following diagram shows the relationships between the key planning and reporting documents that make up the Integrated Strategic Planning and Reporting Framework (ISPRF) for local government.



COUNCIL PLAN

The Council Plan 2021-2025 is a key document of Council and sets the strategic direction of the Shire during a four-year period. It outlines the community’s long-term vision and Council’s response to supporting the delivery of the community’s vision. The following are the six strategic objectives as detailed in the Council plan:

OUR NATURAL ENVIRONMENT

Striving towards a carbon neutral future to protect and enhance the natural environment for future generations.

OUR EDUCATION, EMPLOYMENT AND INDUSTRY

Adapting and growing a diverse economy to embrace employment of the future and educational opportunities.

OUR HEALTH AND WELLBEING

Supporting the Glenelg community to thrive by being healthy, inclusive, and well.

OUR LIFESTYLE, NEIGHBOURHOOD AND CULTURE

Creating enriched and vibrant lives through experiences, safe and well planned neighbourhoods.

OUR ACCESS, TRANSPORT AND TECHNOLOGY

Making it easier for people to connect in and around the Glenelg Shire.

YOUR VOICE OUR ACTION

A highly engaged and capable Local Government, leading Glenelg to ensure the needs and aspirations of our community are realised.

PERFORMANCE REPORTING

Council performance for the 2023-2024 year has been reported under each strategic objective to demonstrate how Council is performing in achieving the 2021-2025 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 budget 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

HOW TO READ THIS REPORT

The icons below are used in the reporting table on the following pages as a key to represent the progression stages of each initiative.

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.



COUNCIL PLAN PROGRESS

INITIATIVE	ACTION	UPDATE	STATUS
Protect Our Natural Environment			
Review planning scheme to ensure wetlands, rivers and streams areas are clearly outlined.	Initiative Completed in Year 2 of the Council Plan	Initiative Complete.	
Support programs to identify, protect and celebrate natural waterways, wetlands, estuaries, and cultural heritage sites.	Continue to support and liaise with agencies with a focus toward the Fawthrop Lagoon environmental protection and the South West Environmental Education Group.	<p>Council have been working closely with Glenelg Hopkins CMA during the Roadside Weed and Pest Control program being undertaken.</p> <p>Collaboration continues with GMTOAC regarding cultural heritage in project development and implementing Cultural Heritage Inductions.</p> <p>GHCMA and Council are working on noxious weed control within Wollock Swamp.</p>	
Review and improve the use of planning scheme tools to protect biodiversity on Shire owned or managed land.	Initiative Completed in Year 2 of the Council Plan	Initiative Complete.	
Work with the Glenelg Hopkins Catchment Management Authority to investigate the extent of flooding and inundation to guide the appropriateness of future development.	Undertake a Dartmoor/ Nelson flood study.	The draft flood study has been completed, but requires further updating of new Geo Science rain data, to then update modelling inputs.	
Explore funding opportunities for weed and vermin eradication.	<p>Continue to implement roadside weed and pest control program in alignment with funding requirements.</p> <p>Continue to monitor grant options.</p>	<p>Funding for the Roadside Weed and Pest Control has been received and works are complete under the program. RHDV K5 virus release program is complete.</p> <p>The Roadside Weeds and Pest Program Control Plan 2023-2026 has been adopted by Council and is currently being programmed.</p>	

INITIATIVE	ACTION	UPDATE	STATUS
Protect Our Natural Environment (Continued)			
Review Council's planning and policy controls to ensure they protect and green Glenelg.	Pursue and update waterways data in partnership with the GHCMA as data is made available.	There have been no changes to data this quarter. Council will continue to work in partnership with Glenelg Hopkins CMA to ensure updates are made as the data becomes available.	
Work with partners to ensure natural corridors are spatially mapped and habitat connectivity improved.	Support agencies and advocate where applicable.	No further action has been undertaken this quarter.	
Review and implement the Domestic Animal Management Plan to ensure responsible pet ownership and control measures.	Continue implementation of the 2021 - 2025 DAMP	<p>A report on the implementation of the DAMP was presented to the June Council Meeting. Some of the highlights included-</p> <p>An increase of new registrations (approximately 800), desexing and residents updating information (address, tags, phone numbers, ownership etc).</p> <p>Increased daily patrols of areas, where dogs were reported off-leash and not under effective control. Updated communications to reflect locations of designated on/off leash spaces across the Shire.</p> <p>Audits to ensure compliance of registered domestic animal businesses with ongoing investigations of new and/or existing unregistered businesses.</p> <p>Monitoring of excess animal permits has resulted in 6 new permits submitted due to greater emphasis on registrations.</p>	

INITIATIVE	ACTION	UPDATE	STATUS
Prepare Glenelg Shire's response to Victoria's Circular Economy			
Increase energy efficiency of Council buildings, reducing costs and Council's carbon footprint.	Continue to explore cost and energy efficiency as opportunities arise with the Building Maintenance and Project Management teams.	<p>Energy efficient LED lighting is being installed on the Portland Foreshore, utilising controlled sensors to reduce energy consumption.</p> <p>Council continues to provide support and input into energy reduction measures through project and building teams. Support was provided on the design of the Multipurpose Building, Portland Gymnastics and Maintenance at the Portland Leisure and Aquatic Centre.</p>	



COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Prepare Glenelg Shire's response to Victoria's Circular Economy (Continued)			
Seek funding to establish a Bioenergy Plant to offset gas for heating public buildings.	Continue to monitor funding opportunities.	No applicable funding opportunities have arisen in this reporting period. Council continues to monitor and review funding opportunities.	
Continue to use natural and recycled products for infrastructure projects and ongoing commitment to the Planet Ark Wood Encouragement Policy.	Update Environmental Sustainability Strategy to incorporate the Circular Economy Policy.	Reviews and updates to relevant internal procedures have been completed and will be embedded into the Environmental Strategy as key documents. The previous Strategy was audited through the audit committee with recommendations which will be considered in the development. Further reviews into Carbon Reduction policies is to be undertaken. A report to Councils Executive Team is scheduled for 2024 to seek recommendation to undertake the development of the strategy.	
Transition fleet to environmentally friendly vehicles and seek renewable alternatives for fuel.	Transition Council light fleet and plant vehicles to environmentally friendly options.	Council continues to prioritise environmentally friendly vehicles in the Light Fleet renewal process. Transition to renewable fuel powered light plant equipment continues, however it remains a challenge for heavy vehicle plant equipment as there are currently no viable options in the market.	
Explore installation of electric vehicle charging stations at Council facilities.	Explore research into charging station and potential partnerships and seek funding and/or grant opportunities for charging stations.	Council officers attended the National Public Sector Fleet Managers Conference, where the topic of the viability of EV charging stations in rural LGA facilities was discussed. It was noted that these may not necessarily be the best option for rural areas. Council officers will continue to liaise with other rural LGAs for further insights. Charging stations have been installed at key locations within the Shire. Initiative Complete.	

INITIATIVE	ACTION	UPDATE	STATUS
Prepare Glenelg Shire's response to Victoria's Circular Economy (Continued)			
Implement the Resource Recovery, Waste Minimisation and Management Strategy to:	Implement action plans for the introduction of the Victorian Governments "A New Economy (Recycling Victoria)" policy. Work regionally on kerbside aggregation reforms including Food and Organics Waste Service (FOGO) and glass. Develop and implement Kerbside Collection and Processing Contracts for Waste Services. Advocate for the State Government transition planning, education, and change grants. Continue the rehabilitation and monitoring of landfill sites. Finalise and implement the waste education strategy. Support agencies for the implementation of the container deposit scheme.	Implementation of the Victorian Governments 'A New Economy' continues to progress. Kerbside reforms have been built into the recently tendered Waste Collection contracts and final transition plans have been submitted to the State Government. All Waste Collection Services, Haulage and Disposal and Environmental Monitoring Contracts have been awarded and currently being implemented. Waste Education Strategy has been completed with Community Consultation and implementation scheduled for 2024. The Container Deposit Scheme has been activated by the State Government and Council continues to provide support. Reviews are currently ongoing into the processing of FOGO in the lead up to the roll out of Kerbside FOGO collection including collaborations with neighbouring councils.	



SERVICES

The following statement provides information in relation to the services funded in the 2023-2024 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Emergency Response	Emergency Management Act 1986 and 2013 requires councils to play a key role in emergency management, providing support to lead agencies in relief and to lead emergency recovery on behalf of communities.	Net Cost Actual	(12)
		Budget	130
		Variance	(142)
Public Health	Ensure health and safety of the community in accordance with statutory requirements of the Food, Public Health and Wellbeing, 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 inspection services for installation of domestic wastewater systems, infectious disease investigations, pool water quality compliance for public swimming pools and investigation of public and/or environmental health complaints.	Net Cost Actual	\$229
		Budget	\$249
		Variance	(20)
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 footprint reduction in areas such as waste minimisation, renewable energy and water use.	Net Cost Actual	172
		Budget	171
		Variance	1
Waste Management - Waste Reforms	Initiatives implemented by Council to adhere to the requirements from the Circular Economy Act which was introduced to minimise waste, increase recycling and divert waste from landfill.	Net Cost Actual	158
		Budget	232
		Variance	(74)
Thermal Loop	Managing Council's Thermal Loop system as a cost effective environmentally friendly alternative heating source.	Net Cost Actual	12
		Budget	111
		Variance	(98)



COUNCIL PLAN PROGRESS

INITIATIVE	ACTION	UPDATE	STATUS
Increase the Economic value of regional food fibre production within the Shire			
Support Southern Rural Water, Wannon Water and Glenelg Hopkins Catchment Management Authority to advocate for increased ground water usage.	Support relevant regional bodies in their advocacy for increased groundwater usage.	No action undertaken this quarter.	
Create a Glenelg Shire Council Food and Fibre Strategy to realise the potential of the food and fibre industry in Glenelg.	Implement Food and Fibre Strategy.	The Food and Fibre Strategy was formally adopted by Council at the May Council meeting.	
Partner with Great South Coast Food and Fibre Council to grow and support the region's primary producers.	Continue to support the work of Food and Fibre Great South Coast and ensure Council's own Food and Fibre Strategy is in alignment with current priorities of the local peak body.	Council continues to partner and support the work of the Great South Coast Food and Fibre Council.	
Continue to support the Great South Coast Designated Area Migration Agreement to attract skilled workers to the region.	Partner with Warrnambool City Council and neighbouring Councils to co-develop a new Designated Area Migration Agreement (DAMA) for 2024 and beyond.	Council continues to support the DAMA agreement.	
Work with Agriculture Victoria, sector peak bodies and associations to support accessibility of training in agricultural best practice.	Promote training and upskilling opportunities to local producers through local partnerships, including innovative programs such as AgFutures.	Council continues to assist with the promotion of professional development opportunities and the AgFutures initiatives, sharing directly with industry groups and wider circulation across Electronic Direct Mail and social media.	
Explore funding opportunities to ensure saleyards infrastructure is fit for purpose and enhance online sales and connectivity.	Continue to progress AuctionsPlus online platform. Seek funding for upgrades to the facility.	Council continues to assist with the promotion of professional development opportunities and the AgFutures initiatives, sharing directly with industry groups and wider circulation across Electronic Direct Mail and social media.	



COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Build on Glenelg Shire’s tourism to create culturally appropriate and high value experiences with tourism industry participants and community organisations			
Create regional tourism campaigns to encourage visitation across the townships.	Develop partnerships with local committees, businesses, and tourism operators to support collaborative marketing initiatives.	Council continues to partner with local committees, businesses, and tourism operators to support collaborative marketing initiatives including tourism campaigns with GORRT.	✓
Continue to improve and invest in the delivery of the Tracks and Trails Strategy.	Seek funding and/or grant opportunities for implementation of Tracks and Trails Strategy. Refine priority deliverables within the Tracks and Trails strategy.	No applicable funding opportunities have arisen in this reporting period. Council continues to monitor and review funding opportunities.	📅
Support the Gunditj Mirring Traditional Owners Corporation, Gunditjmara People, and local Aboriginal Community in their work to preserve and promote the Budj Bim Cultural Landscape and to share the history and significance of their ancestral lands through the review and implementation of the Shire’s Aboriginal Partnership Agreement.	Work with the Aboriginal Partnership to deliver initiatives that align to the agreed actions of the Partnership Agreement 2023 - 2028.	The Aboriginal Partnership meetings have been placed on hold with CEO recruitment is undertaken at two of the four partnering Organisations. Collaborative work continues on the design of the Ceremonial Dance Space with construction set to take place next quarter. A variety of activities and events were held in partnership over National Reconciliation Week, including animation and screen printing workshops with young people at Winda Mara, and a whole of community event in Heywood with all partnering organisations present, along with a variety of schools, agencies and community.	✓

INITIATIVE	ACTION	UPDATE	STATUS
Build on Glenelg Shire’s tourism to create culturally appropriate and high value experiences with tourism industry participants and community organisations (Continued)			
Work with Federal and State Government to progress the rail trail projects.	Seek funding and/or grant opportunities for implementation of Tracks and Trails Strategy.	Council was successful in securing funding through LRCI 4 for the implementation of the Casterton Rail Trail Stage 1 to activate the railway precinct. Design work is currently in progress and the action for year 4 of Council Plan developed to implement the project.	✓
Collaborate with Great Ocean Road Regional Tourism (GORRT) and Limestone Coast Tourism to increase marketing of the Shire.	Work with GORRT to develop the Strategic Masterplan and Destination Action Plans for 2024-2027. Continue to partner with Limestone Coast Mixed Dozen Wine Trail.	Undertaken tourism campaigns with GORRT.	✓
Recognising land owned by Traditional Owners through the planning scheme to enable these sites to be managed in a culturally sensitive way.	Regular consultation with GMTOAC to assist in continuation of land management in a culturally sensitive way.	Council's Planning and Development unit continue to hold bimonthly meetings with GMTOAC for consultation around land management in a culturally sensitive way.	📅





COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Support educational pathways that promote lifelong learning			
Deliver quality childcare and kindergarten services to meet the needs of the community across the Shire.	<p>Continue to implement identified areas for improvement from the National Quality Standard Assessment and Rating Reports.</p> <p>Review Kathleen Milikan Centre service model study recommendations</p>	Council continues the provision of quality childcare and kindergarten, reviewing and implementing improvement from the Assessment and Rating reports on a regular cyclic schedule across all 6 services.	
Continue to work with education and health partners to increase engagement in playgroups and three-year-old kinder programs.	<p>Continue to promote the benefits of 3-year-old kindergarten to families.</p> <p>Continue to promote kindergarten using social media platforms.</p> <p>Continue to support Portland District Health with the promotion of Supported Playgroups to targeted families.</p>	<p>Open Days were held across the Kinder Services to show potential new families the services and their unique offerings.</p> <p>Virtual tours were also promoted during the Kinder enrolment period along with Q&A promotional videos made with Children from the Services as well as a parent video promoting Council Kinder services.</p> <p>Collaboration via monthly contract and administration meetings between Council and Portland District Health Maternal and Child Health Unit continue.</p> <p>Senior Leadership staff are scheduled to attend the First Time Parents Group this quarter to promote the benefits of 3- and 4-year-old Kinder to new parents.</p>	
Undertake a feasibility study into the expansion of the Portland Child and Family complex to meet the demand for service and improve the financial viability through places offered.	Review the Portland Child and Family Complex service model study recommendations.	The Action Plan to underpin the service model has not been developed due to staffing capacity and changes. This work will be picked back up when a new Childrens Services Manager has been appointed.	

INITIATIVE	ACTION	UPDATE	STATUS
Support educational pathways that promote lifelong learning (Continued)			
Support families and agencies to access programs and continue to enhance the Central Enrolment Process for Children’s Services.	Complete ongoing reporting requirements for Central Registration and Enrolment Scheme (CRES) and continue support for families throughout the enrolment process.	Funding has been received. Expenditure of these funds will be completed when a new Childrens Services Manager has been appointed.	
Provide leadership support to Beyond the Bell, Stepping Stones to School Program and other initiatives to encourage educational attainment across the Shire at all key transition points.	Continue to partner with Beyond the Bell and Stepping Stones program.	<p>Council continues to attend the Stepping Stones to School South Western Region Steering Group Meetings.</p> <p>Casterton transition meetings are held quarterly with Casterton and Merino Primary Schools to support the transition of children from kinder to school.</p> <p>A Portland Transition Network also continues to be in place after many successful years in operation.</p>	
Expand library outreach services to extend the reach across the Shire and continue to deliver contemporary library resources and programs.	Continue to seek Library outreach opportunities within local community events.	<p>The Casterton Library was this year open for the Casterton Kelpie Muster weekend, which provided an opportunity to connect with many locals, smaller rural community members and visitors that attend the festival.</p> <p>Outreach services continue for Digby, Dartmoor and Merino, along with click and collect services in Nelson.</p>	
Support groups and community organisations that encourage lifelong learning.	Partner and support with organisations and community groups to conduct programs and events to all age groups across the Shire.	<p>A partnership was established with Casterton Community Centre to place a volunteer at the Casterton Library enabling regular Storytime sessions. Magic of Storytime continues in Portland, Heywood, and Casterton in partnership with United Way Glenelg.</p> <p>School Holiday and Early childhood programs continued across the Shire. Engagement took place with young people to plan future school holiday programs. The Libraries After Dark (LAD) program continues to be successful, with many partnerships for providing programs. Several events were rolled out in Portland and Casterton this quarter, separate to the LAD program.</p> <p>Saturday arts programs continue to be popular in Portland and Casterton with regular groups of community participating in the self-led art projects each week.</p>	



COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Support educational pathways that promote lifelong learning (Continued)			
Expand the traineeship and apprenticeship program within Glenelg Shire Council.	Continue to seek Library outreach opportunities within local community events.	Year 3 Action complete	
Provide Aboriginal educational scholarships.	Work with Aboriginal Partnership to determine suitable methods of vocational support for Aboriginal students.	Aboriginal Scholarship applications were assessed by the Aboriginal Partnership and endorsed at the May Council Meeting. Two scholarships were awarded this round.	
Continue to support the Future Leaders of Industry Program.	Provide annual financial support and professional development opportunities to the program via Glenelg and Southern Grampians, Local Learning and Employment Network.	Year 3 Action complete	
Work with educational providers to harness the demand for construction, early childhood educators, independent living, agriculture, and manufacturing sectors in line with skills commission report.	<p>Promote employment in the early childhood sector partnering with South West TAFE, Westvic, WDEA and The Glenelg Southern Grampians Local Learning and Employment Network.</p> <p>Continue to explore and advocate for opportunities to upskill early childhood educators.</p>	<p>One early childhood Trainee is set to complete their traineeship this quarter, with one other Trainee still in place across the Service.</p> <p>Existing early years staff are encouraged to increase their education within the sector through mentoring, supported placements and additional support from Senior Staff within the Services.</p> <p>Council also sits on a monthly Regional Councils Network with South West Tafe regarding Early Years training opportunities, course pathways, addressing barriers and refining existing offerings.</p>	

INITIATIVE	ACTION	UPDATE	STATUS
Support businesses within the Glenelg Shire			
Implement a system to offer targeted support, training, and relevant information to local businesses.	Continue to build out the Monitor CRMS system across Council for greater usage and uptake. Continue to partner with organisations to offer annual Stakeholder Forum and Business Capability Workshops to engage businesses and provide targeted support and learning.	Undertaken Monitor CRMS system across Council.	
Support the development of digital hubs/shared workspaces through the region.	Investigate opportunities in Libraries across the shire for expanding study and temporary work and/or meeting spaces.	No opportunities presented within libraries this quarter. However, Council is a member of the Country University Centre Portland Steering Committee seeking regional funding to develop digital study hub.	
Provide minor financial grants to support small business (e.g. facade upgrades, business planning and development).	Finalise Retail Facade Improvement Program, including acquittals for all remaining projects.	Initiative Complete.	
Explore opportunities to activate vacant or empty shop fronts throughout Glenelg.	Seek funding and/or grant opportunities to incentivise businesses, including the possibility of public art funding or collaborations with local artists.	No applicable funding opportunities have arisen in this reporting period. Council continues to monitor and review funding opportunities.	



SERVICES

The following statement provides information in relation to the services funded in the 2023-2024 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Chief Executive Office and Leadership Team	Oversee administrative function of council ensuring good governance practices, providing advice to both the Mayor and Councillors. The Executive Team provide strategic direction and high level advice to enable policies and decisions of Council to be implemented in to the day to day operations.	Net Cost Actual	2,513
		<u>Budget</u>	<u>2,303</u>
		Variance	260
People & Culture (Formerly Organisational Development)	Oversees the recruitment process and also provides strategic advice to the Leadership Team, managers, and coordinators on a range of staffing matters. These include employee relations, industrial relations, learning and development, as well as performance management.	Net Cost Actual	986
		<u>Budget</u>	<u>992</u>
		Variance	(6)
Economy and Investment	Manages development and business enquiries, acts as a central support for local business capability and employment, and advocates for new initiatives and projects for the region.	Net Cost Actual	204
		<u>Budget</u>	<u>222</u>
		Variance	(23)
Grants Management	Source external grant funding opportunities to assist in delivery of Council projects.	Net Cost Actual	3
		<u>Budget</u>	<u>50</u>
		Variance	(47)
Tourism & Events Management	Manages tourism marketing initiatives and projects, supports local event organisers with event planning and delivers Council's annual community events calendar.	Net Cost Actual	591
		<u>Budget</u>	<u>663</u>
		Variance	(26)
Contracts and Procurement	Administers Council contracts, lease agreements and procurement protocols.	Net Cost Actual	217
		<u>Budget</u>	<u>260</u>
		Variance	(42)
Childrens Services	Family orientated support services including kindergarten, long day care, maternal and child health, immunisation and playgroup support.	Net Cost Actual	697
		<u>Budget</u>	<u>1,109</u>
		Variance	(412)

SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Library Services	To provide user-friendly accessible library services across the Shire, through our branches in Casterton, Heywood and Portland and our Library Outreach services. We care about our community and strive to ensure that every person's library experience – in our libraries, online or at community events – is the best it can be.	Net Cost Actual	393
		<u>Budget</u>	<u>403</u>
		Variance	(11)
Youth Services	Co-design and implement programs and events with, and for young people to support their development, and positive mental wellbeing and connection to community.	Net Cost Actual	194
		<u>Budget</u>	<u>173</u>
		Variance	22
Community Grants & Support	Council grants and contributions for various categories and projects including recreation, public halls, tourism, events funding, arts and culture and community support.	Net Cost Actual	243
		<u>Budget</u>	<u>216</u>
		Variance	(19)
Casterton Saleyards	Operation of saleyards, hosting up to 6 store cattle sales plus a summer sheep sale per year.	Net Cost Actual	84
		<u>Budget</u>	<u>(6)</u>
		Variance	90





COUNCIL PLAN PROGRESS

INITIATIVE	ACTION	UPDATE	STATUS
Plan and monitor municipal public health			
Develop and deliver an Annual Action Plan and Report for the Municipal Public Health and Wellbeing Plan.	Work with partners and stakeholders to report on the Year 2 Action Plan and develop the Year 3 Action Plan.	Year 3 Action is complete.	
Implement a biennial survey during years 2 and 4 to measure progress initiatives of the Municipal Public Health and Wellbeing Plan.	Distribute the Health and Wellbeing survey across the Glenelg Shire and collate results to help determine a base line for understanding the impact of health and wellbeing initiatives. The same survey will be replicated in Year 4 of the Municipal Public Health and Wellbeing Plan to provide comparative data.	Year 3 action is complete.	
Develop a framework to support our ageing population across the Shire.	Initiative complete.	Initiative complete.	

INITIATIVE	ACTION	UPDATE	STATUS
Plan and monitor municipal public health (Continued)			
Conduct an annual satisfaction survey with families to understand the level of satisfaction with Maternal and Child Health Services and identify areas for improvement.	Continue to conduct annual satisfactions surveys with all children's services users across the Shire. Implement identified areas of improvement. Monitor Portland District Health feedback from service users.	Due to staffing changes, there has been a delay in the review of the 2023 survey results. Annual satisfaction survey scheduled for November/December 2024.	
Monitor delivery of the Maternal and Child Health and Early Years Immunisation Programs against the contract management requirements.	Review and renewal of the Provision of Maternal Child Health contract for 2023 / 2024. Attend monthly contract management meetings for data reporting including LGPRF.	Portland District Health are delivering Maternal Child Health Services under the provision of the renewed contract. Monthly contract meetings continue to be held to monitor reporting, data and contract KPIs.	
Continue to provide First Time Parent Groups (FTPG's), appropriate childcare and high-quality kindergarten services to 0-5-year-olds across the Shire.	Support Portland District Health to continue to promote participation in Maternal and Child Health First Time Parents Groups. Kindergarten and Long Day Care Services enrolment processes to be promoted to participants.	Council continues to engage in promoting and supporting Portland District Health in the provision of MCH and First Time Parent Groups through targeted promotion, service referrals and parent information	



COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Supporting safe, engaged, and inclusive communities			
Carry out Gender Impact Assessments across the delivery of services, assets, policy development and projects that Council delivers.	Conduct a minimum of 6 Impact Assessments on organisational projects, policies, and programs to identify and address barriers to equity and access.	Year 3 action is complete.	
Deliver programs that support gender equality and the prevention of family violence.	Implement recommendations from Impact Assessments where viable. Deliver annual 16 Days of Action events and programs.	Respect 2040 messaging for 'Are you safe at home day' was circulated in May via Councils social media platforms, community, and staff newsletters. Planning is underway for the annual 16 Days of Activism including support for the Rotary SayNo2familyviolence initiative.	
Explore the use of oval lighting to create safer places to walk/run when ovals are not being used for formal sporting activities.	Promote after-hours availability and/or programs for the public to utilise recent lighting upgrades at ovals for informal exercise and social recreation opportunities.	Further investigation to be undertaken with lighting capabilities (automatic timers). Consultation to be undertaken with neighbouring residents and Licensed User Groups for actioning in 2025 Winter.	
Support community led projects and events to increase social connection within neighbourhoods.	Support community led projects in Heywood under Vic Health funding. Provide support to community organisations to facilitate sustainable events.	The Heywood Community Garden project has progressed with consultation undertaken with stakeholders for supporting infrastructure at the garden, with construction to begin later in 2024.	

INITIATIVE	ACTION	UPDATE	STATUS
Supporting safe, engaged, and inclusive communities (Continued)			
Recognise and support volunteer organisations.	Continue to host Annual Volunteer week to recognise individuals and organisations. Promote Listening Post drop in sessions as means to engage and support volunteer organisations. Continue to support volunteer organisations at Civic Events such as ANZAC Day.	The inaugural Community Volunteer Awards were held this quarter recognising outstanding achievement and commitment from a range of individuals and groups from across the Shire. The awards were announced at a series of Volunteer Recognition events held throughout National Volunteer Week. Promotion of the Listening Posts were assisted via Council CRMS direct mail ensuring a broad range of volunteer groups were notified of the upcoming engagement sessions. Event logistics and financial support was provided to volunteer groups hosting civic and community events under the Community Funding and Support initiative.	
Explore funding opportunities to improve community safety within the Shire.	Respond to community concerns as they arise around Safety issues, seeking funding where required to address.	Lighting installation at the Alexandra Park carpark is complete. Approvals were granted and designs were completed for tram crossing lights on the Portland Foreshore in preparation for the construction of the Multipurpose Building. A budget submission was made for the installation of lighting on seven pedestrian crossings within the Portland CBD. Installation of Lighting along the Portland Foreshore Connecting Paths commenced.	
Support placement opportunities for young people within various volunteer organisations, Council events and programs.	Engage with young people shire wide through volunteer opportunities such as Live4Life and FreeZa programs.	The 2024 Live4Life Crew members planned and attended an Induction Day in Portland. Crew launched their mental health theme for the year, which is 'Be the light in someone's darkness', which is to be used throughout the year in their role as Mental Health Ambassadors to their peers. Cooking and Sound Technician workshops were attended by 19 Youth across the Shire, with 8 participating in running the Eat, Play Music Repeat event in April.	



COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Enhance physical health and emotional wellbeing			
Work with existing clubs and community organisations to deliver other social recreation opportunities.	Implement the incentives policy to support sustainability of local clubs and to encourage recreation and engagement in sport of population groups like All Abilities, Women in Sport, and Active Ageing.	Year 3 action is complete.	
Incentivise events to provide healthy food options reflective of funding criteria.	Redevelop the community grants criteria with events specific criteria focusing on larger scale weighting for those with healthy food options.	A community consultation period seeking feedback on the draft policy was undertaken this quarter. After consideration of the feedback the draft policy was presented and endorsed and the May Council meeting.	
Work with sports clubs to provide healthy food options at training and game days.	Support clubs to engage with the Vic Kids Eat Well Health Program to support small bite changes and provide healthy food options.	Year 3 action is complete.	
Support increased food security by providing additional access points and frequency of food share distribution initiatives across the Shire.	Work with Food Share Organisations to increase access points and knowledge of free and low-cost food options across the Shire.	Planning for additional support to the Heywood Community Garden was undertaken to further establish infrastructure for the garden.	
Advocate for additional mental and allied health services across the Shire.	Participate in Portland Headspace Advisory Committee and engage in local and regional consultations under mental health reforms.	Year 3 action is complete.	

SERVICES

The following statement provides information in relation to the services funded in the 2023-2024 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Risk Management	Risk management and insurance advice, management of principles and best practice in order to minimise council's exposure to liability. Management of insurance portfolio, claims and work cover obligations.	Net Cost Actual	1,687
		<u>Budget</u>	<u>1,700</u>
		<u>Variance</u>	<u>(12)</u>
Local Laws & 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 and animal management.	Net Cost Actual	1,134
		<u>Budget</u>	<u>1,085</u>
		<u>Variance</u>	<u>49</u>
Aged and Disability Services	Range of services for the aged and disabled including home delivered meals, personal care, respite, home maintenance and planned activity groups. GSC transitioned out of Aged and Disability services from October 2023.	Net Cost Actual	792
		<u>Budget</u>	<u>734</u>
		<u>Variance</u>	<u>60</u>
Maternal Child Health	Family orientated support services including maternal and child health, immunisation and playgroup support.	Net Cost Actual	127
		<u>Budget</u>	<u>145</u>
		<u>Variance</u>	<u>(18)</u>
Access & Inclusion	Provide information, advocacy and resources to support access and inclusion across the shire.	Net Cost Actual	55
		<u>Budget</u>	<u>111</u>
		<u>Variance</u>	<u>(55)</u>
Community Development and Wellbeing	Key facilitator of community strengthening activities and strategic planning. Initiating and partnering with agencies to address disadvantage, inequity, resilience, wellbeing and public health.	Net Cost Actual	228
		<u>Budget</u>	<u>298</u>
		<u>Variance</u>	<u>(70)</u>
Sports and Recreation	Provide access and opportunities to a range of activities and sporting facilities, playgrounds and open space recreation areas.	Net Cost Actual	910
		<u>Budget</u>	<u>556</u>
		<u>Variance</u>	<u>354</u>



COUNCIL PLAN PROGRESS

INITIATIVE	ACTION	UPDATE	STATUS
Prepare and plan for the changing housing needs for Glenelg's population			
Prepare structure plans for Dartmoor, Heywood, Narrawong and Nelson to review existing land uses and provide direction for future use.	Prepare the Narrawong and Dutton Way Structure Plans.	A Draft structure plan for Narrawong and Dutton Way has been prepared. Public consultation sessions have been scheduled to take place in the first quarter of the next financial year.	
Prepare guidelines to assist residents/ developers to understand the requirements of building and investing in Glenelg.	Promote Heritage Guidelines to improve understanding of building and investing in the Shire.	The Planning Unit and Heritage Advisory Service continue to promote the Heritage Guidelines.	
Adopt the draft Portland Strategic Framework Plan and draft Rural Land Strategy to provide a coordinated approach to the use and development of urban and rural land.	Undertake strategic work to review the rural conservation zone 2 and investigate the introduction of the farming zone 2 and rural living zone.	Background investigation on strategic work being done to investigate RCZ2, FZ2 and RLZ is underway.	
Prepare a housing strategy to encourage and increase housing choice, diversity, and affordability to meet population forecasts and objectives.	Participate in the Barwon South West "Key Worker Housing" Project to deliver housing strategy.	Initiative is complete.	

INITIATIVE	ACTION	UPDATE	STATUS
Deliver Fit for Purpose Multi-Use Facilities			
Continue to replace, renew, and consolidate council owned assets to ensure facilities are financially viable, fit for purpose and multiuse.	Develop service plans to determine the future state based on financial viability and community needs of council owned and managed assets.	Council is undertaking a project to better identify asset utilisation and costs associated with them. This is a multi-year project.	
Develop and implement a Library Strategy to ensure Library facilities are contemporary, fit for purpose and multiuse.	Continuation of implementation of the Glenelg Libraries Strategic Plan 2021-2026, through development of annual action plans.	Implementation of Year 2 Glenelg Libraries Action Plan continues to be implemented, development of Year 3 Glenelg Libraries Action Plan will commence early in 2024-2025 financial year	





COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Enhance Council's ongoing relationships with the Traditional Owners of the region			
Prepare and implement a framework for project managers to consider opportunities for cultural representation in projects.	Progression of the Asset Project Management Framework and continued engagement with GMTOAC on all relevant infrastructure projects.	<p>Development of the Project Management Framework has continued. This will be further strengthened with the rollout of ERP.</p> <p>Council is currently exploring methods to introduce a digital working document in accordance with the Framework to support critical decision points with Asset Management Framework to be incorporated.</p> <p>Council continues engagement with GMTOAC through monthly infrastructure planning meetings and have been working collaboratively on several projects including Bridgewater Bay recognition signage, and media releases for Ceremonial Dance Space.</p>	
Codesign and implement an Aboriginal Partnership Plan with Aboriginal partners.	Work collaboratively with the Aboriginal Partnership to consult, design, and deliver on actions that align with the new Partnership Agreement.	<p>Council worked in partnership with GMTOAC and Koondoom Yarkeen Dance Group to design the Dance Ground for the Portland Foreshore which is set to commence construction next quarter.</p> <p>National Reconciliation Week activities and events were delivered in collaboration under the partnership including, animation and screen-printing workshops with young people and a large community event held in Heywood, with schools, agencies and various organisations in attendance.</p>	

INITIATIVE	ACTION	UPDATE	STATUS
Deliver experiences to enrich community life			
Consider opportunities for nature-based play, outdoor fitness and informal recreation through playgrounds and skate parks across the Glenelg Shire.	Implement the Playground Management Plan and Open Space Strategy	The renewal of Rotoract Fun Park in Short St, Portland is underway with accessible play equipment and a connecting path to be added to the playspace.	
Develop a Creative Strategy, linked to the Great South Coast Creative Industries Strategy to inform artistic and cultural projects, programming and activities across the Shire.	<p>Implement Year 1 (2023 / 2024) Arts and Culture Strategy Action Plan</p> <p>Commence development of Year 2 Action Plan</p>	<p>Implementation of Year 1 of the Arts and Culture Strategy Action Plan has been reviewed.</p> <p>Development of Year 2 of the Action Plan is underway.</p>	
Embed the Public Art Masterplan into the planning, design and procurement of infrastructure projects and public spaces.	<p>Support finalisation of Project Management Framework. Respond to opportunities for developing creative infrastructure in Glenelg Shire.</p> <p>Synergise the public art action plan and council projects</p>	<p>A review of the Public Art Masterplan will be undertaken as part of Year 2 Arts and Culture Strategy Action Plan.</p> <p>Cross collaboration between the Libraries and Arts unit and Project Planning unit continues to consider opportunities for public art in Council projects.</p>	
Review and deliver key elements of the Civic Precinct Masterplan.	Review the Civic Precinct Masterplan and seek funding and/or grant opportunities.	No action on the review of the document has taken place this quarter. However, elements of the existing plan continue to be delivered with the Heating Loop tender scheduled to be released in the first quarter 2024-2025.	
Explore funding opportunities to support access to recreational and commercial fishing within the Local Port of Portland Bay and other waterways within the Shire.	Seek funding and/or grant opportunities.	Initiative Complete	



SERVICES

The following statement provides information in relation to the services funded in the 2023-2024 Budget and the persons or sections of the community who are provided the service.

SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Facilities Maintenance	Ensuring Council facilities are kept to a standard, ensuring safety and appropriate maintenance for the community keeping them clean, safe and hygienic.	Net Cost Actual	1,408
		Budget	1,307
		Variance	100
Heritage Planning	Assistance and support for community in implementation of legislative requirements related to heritage places.	Net Cost Actual	34
		Budget	58
		Variance	(24)
Planning Services	Statutory planning services including assessment of planning permits, associated customer service and compliance with the Planning and Environment Act 1987. Strategic planning services including local policy development, amendments to the Glenelg Planning Scheme and representation at Panels and Tribunals.	Net Cost Actual	520
		Budget	773
		Variance	(253)
Building Services	Responsible for compliance with Building Act 1993 and Building Regulations 2018. This includes assessment of Building permit applications, report and consents, undertake building audits, swimming pool and essential safety measure inspections.	Net Cost Actual	312
		Budget	373
		Variance	(60)
Arts and Culture	Coordination, administration and delivery of a range of creative experiences for the Community and support of local not-for-profit arts organisations. Council provides an annual program of professional touring performances with support from State Government, as well as promoting the development of our creative economy, and improved community outcomes by implementing the Arts and Culture Strategy.	Net Cost Actual	463
		Budget	379
		Variance	88
Collection Conservation	Coordination, administration and support of conservation, storage and display of cultural and heritage artefacts. Council holds approximately 10,000 collection items, conserving and displaying these works of art and historical objects for the benefit of current and future audiences. The service also supports tourism in the area with management and displays in History House, Maritime Discovery Centre, Portland Rocket Shed and Portland and Casterton Customer Service Centres.	Net Cost Actual	128
		Budget	171
		Variance	(46)

SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Aboriginal Partnership	Ongoing partnership between Gunditj Mirring Traditional Owners Aboriginal Corporation, Dhauwurrd Wurrung Elderly and Community Health Services, Winda Mara Aboriginal Corporation and Glenelg Shire Council providing place based responses through leadership, engagement, advocacy, and education to strengthen the voices of Aboriginal people living in the far Southwest of Victoria.	Net Cost Actual	20
		Budget	23
		Variance	(3)
Caravan Park Casterton	Manage and maintain the Council owned caravan park at Casterton.	Net Cost Actual	(24)
		Budget	(29)
		Variance	4
Caravan Park Portland	A Long Term Lease has been entered into with a national caravan park operator to manage the Caravan Park.	Net Cost Actual	(174)
		Budget	(127)
		Variance	(48)
Visitor Information Centre	Manage three Visitor Information Centres; Portland, Casterton and Nelson. Provide local and regional tourist advice.	Net Cost Actual	562
		Budget	496
		Variance	67
Aquatic Facilities	Swimming Pools are located in Portland, Heywood, Merino and Casterton allowing a range of leisure activities.	Net Cost Actual	1,591
		Budget	1,425
		Variance	166
Infrastructure, Management and Planning	Design, tender and project management of a broad range of council capital works.	Net Cost Actual	1,448
		Budget	1,030
		Variance	468
Waste Management	Kerbside and Public Place collection of waste and recyclables from most urban and selected rural areas. Includes the operation of 6 Waste Transfer Stations.	Net Cost Actual	1,486
		Budget	766
		Variance	721
Management of Engineering Services	Management of Assets to ensure service requirements of council assets are met.	Net Cost Actual	395
		Budget	524
		Variance	(229)
Public Buildings & Foreshore Management	Council provides a large range of services many utilising a council building or facility.	Net Cost Actual	1,128
		Budget	2,108
		Variance	(980)
Parks and Gardens	Upkeep of playgrounds, recreation reserves, garden beds, street and park trees including crown land reserves.	Net Cost Actual	2,098
		Budget	2,214
		Variance	(116)



COUNCIL PLAN PROGRESS

INITIATIVE	ACTION	UPDATE	STATUS
Increase access, transport availability and transport options			
Continue to investigate improvement to public transport connections into and within Glenelg.	Review active transport solutions and advocate for funding.	Council continues to advocate and investigate potential funding opportunities.	
Advocate for the reintroduction of a regular passenger service to and from Portland Airport.	Continue to explore opportunities and advocate for a regular air passenger service.	Council continues to advocate and investigate potential funding opportunities.	
Support a passenger services feasibility study (i.e., local bus network, regional services, including express, to and between Adelaide, Geelong, Melbourne).	Continue to explore opportunities and advocate for enhanced connectivity in passenger transport links.	Council continues to advocate and investigate potential funding opportunities.	
Support a feasibility study for connectivity to rail services from Warrnambool in response to the Grampians and Barwon Southwest Region Passenger Services Cost Feasibility Study (2017).	Continue to explore opportunities and advocate for enhanced connectivity in passenger transport links.	Council continues to advocate and investigate potential funding opportunities.	

INITIATIVE	ACTION	UPDATE	STATUS
Increase digital connectivity			
Increased digital connectivity and infill of mobile blackspots throughout the Shire.	Seek funding and/or grant opportunities for improved connectivity both directly and through Great South Coast Regional Partnerships and the South West Victoria Alliance.	Council continues ongoing investigations and advocacy for the improvement of Shire wide digital connectivity and mobile blackspots.	
Continue to deliver the Digital Glenelg Implementation Plan and Program Roadmap.	Commence phase 3 of Implementation Plan and Program Roadmap.	Phase 3 activities are all in progress or complete. Delivery of phase 4 is underway. Contract for Enterprise Resource Planning (ERP) solution awarded implementation commenced.	

INITIATIVE	ACTION	UPDATE	STATUS
Improve the efficiency and safety of moving freight			
Continue to support the Rail Freight Alliance to improve rail upgrades (including Maroona to Portland line).	Continue to advocate for improvements to the rail network via the Rail Freight Alliance.	Initiative successfully completed with full funding announced for rail upgrade for the Maroona to Portland line.	
Support Glenelg Shire initiatives contained within the State Government - Victorian Freight Plan.	Continue to investigate and implement relevant actions and initiatives within the Victorian Freight Plan.	Council continues to advocate and investigate potential funding opportunities.	
Identify and investigate improvements to the Henty Highway to improve the ability of oversized freight to be transported to and from the Port of Portland.	Continue to advocate for improvements via the Green Triangle Action Plan Monitoring Group, Regional Roads Victoria, and Department of Transport.	Funding approved by Department of Transport and Planning to upgrade Bridgewater Road overpass of Henty Highway. Ongoing consultation to advocate for appropriate implementation on funding.	






COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Improve the efficiency and safety of moving freight (Continued)			
Work with all key stakeholders to repair and upgrade key freight routes as detailed in the Green Triangle Freight Action Plan, Roads of Strategic Importance, and the Victorian Freight Plan.	Continue to advocate for repair and upgrades to priority freight routes in partnership with key stakeholders.	Council continues to investigate funding and has undertaken advocacy to the Department of Transport and Planning.	
Explore funding opportunities for safer roads, i.e., Blackspot funding, Safe Travel in Local Streets (STiLS).	Continue to advocate for safety improvements by seeking funding opportunities as they arise	Council continues to advocate and investigate potential funding opportunities.	
Work with key stakeholders to increase road safety and improve driver behaviour within the Shire.	Continue to engage driver mentors and learner drivers into the Glenelg L2P program.	<p>The L2P program has an average of 31 active learners across the quarter.</p> <p>6 learners have gained their probationary licence. we currently have 10 learners on the waitlist and a further 10 applications waiting to progress.</p> <p>The partnership with AreAble continues with one client successful is obtaining their licence.</p> <p>A new mentor training is being held on 27th June. 25 professional lessons have been offered. TAC L2P funding letter of offer is yet to be received.</p>	

INITIATIVE	ACTION	UPDATE	STATUS
Increase active transport use			
Review and develop Active Transport Plans to identify opportunities for active transport use and connectivity.	Investigate opportunity to implement Wayfinding Signage in alignment with Tracks and Trails Strategy.	A budget submission was funded in the 2024-2025 budget. A signage plan will be developed this financial year which will include wayfinding signage.	
Investigate lighting for leisure tracks and trails in urban areas to increase use.	Continue to Seek funding and/or grant opportunities in alignment with Council Plans and Strategies.	No suitable funding opportunities have arisen in this reporting period. Council continues to monitor and review funding opportunities.	
Seek funding to implement local trails as identified in the Glenelg Tracks and Trails strategy.	<p>Continue to Seek funding and/or grant opportunities in alignment with Council Plans and Strategies.</p> <p>Review prioritisation of actions within the Tracks & Trails Strategy.</p>	Council continues to investigate explore methods of obtaining data.	
Expand the pedestrian footpath and crossing network.	Seek funding opportunities in line with relevant strategies.	Funding applications have been submitted for path networks.	



COUNCIL PLAN PROGRESS (CONTINUED)

INITIATIVE	ACTION	UPDATE	STATUS
Enhance the use of technology to improve services, infrastructure and facilities provided			
Prioritise services, infrastructure, and assets for the investment in smart city technology.	Continue delivery of Smart City technology framework and delivery of projects that enhance the use of technology and improve services and new facilities including the foreshore and multi-purpose building.	The Digital Glenelg unit continues to advocate and support the utilisation of smart cities, working closely with the Infrastructure Services Department in implementing technology to support the delivery of services.	
Explore options to record visitation data along the Great South West Walk (GSWW) to understand investment required.	Possible data collection methods to be explored including I.o.T.	Council continues to investigate explore methods of obtaining data.	
Invest in Internet of Things infrastructure.	Advocate the utilisation of smart technologies and identify opportunities for the inclusion in projects and infrastructure in collaboration with Assets department	Roll out of Glenelg Information Network project to provide real time fire and flood detection. This supports the Glenelg Shire Municipal Emergency Management Plan (MEMP) to evaluate potential risks and hazards.	

SERVICES

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SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Digital Glenelg	Digital Glenelg leads the implementation of Councils Business Transformation program. Engendering change across people, process and technology to affect outcomes that benefit community and increase operational effectiveness in the provision of Council services to residents.	Net Cost Actual	832
		Budget	1,253
		Variance	(421)
Information Technology	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.	Net Cost Actual	1,938
		Budget	2,264
		Variance	(326)
School Crossings	Provision of School Crossings across the shire.	Net Cost Actual	99
		Budget	113
		Variance	(13)
Information & Data 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.	Net Cost Actual	399
		Budget	355
		Variance	43
Quarries	Management of Limestone quarry for material to maintain and construct Roads.	Net Cost Actual	(441)
		Budget	0
		Variance	(441)
Aerodromes	Council owned and operated airport at Portland. Users include Royal Flying Doctor, charter, private and emergency services. The Casterton Airfield is used strategically for aerial fire operations and air ambulance.	Net Cost Actual	295
		Budget	272
		Variance	23
Local Port of Portland	Management of multiple maritime facilities within the Portland Harbour including commercial and recreational fishing and boating.	Net Cost Actual	25
		Budget	1
		Variance	24
Asset Management & Maintenance	Sustainably maintain assets and ensure service requirements of council assets are met. Manage rolling replacement of heavy plant and light plant, including fleet vehicles.	Net Cost Actual	891
		Budget	408
		Variance	511
Road Infrastructure Maintenance	Regulatory compliance of Road infrastructure with in a Road Reserve.	Net Cost Actual	4,931
		Budget	4,981
		Variance	(50)



COUNCIL PLAN PROGRESS

INITIATIVE	ACTION	UPDATE	STATUS
Apply good governance and leadership to strategic decision-making			
Implement and monitor the Community Engagement Policy and Framework.	Develop and deliver training for Council staff on the implementation the Community Engagement Policy and Framework.	25 staff undertook International Association of Public Participation (IAP2) Essentials of Engagement training. IAP2 are the peak industry body for public participation and their Community Engagement Model and principals are embedded within Council's Community Engagement Policy and Framework.	
Within budget and funding constraints, implement initiatives identified within the 2040 Community Plan and Vision.	Alignment of yearly Council Plan actions to 2040 initiatives.	Year 3 action complete.	
Implement deliberative engagement programs in line with Council's legislative requirements.	Undertake deliberative engagement practices for projects and initiatives of significant importance or impact on the community.	Council continues to undertake community engagement in alignment with the Community Engagement Policy and Framework for Major Projects and initiatives. In the fourth quarter Council's engagement platform, Your Say Glenelg had a total of 4706 visits, 123 contributions and 31 new participant registrations.	
Explore live streaming and recording functionality of Council Meetings.	Initiative Complete	Initiative Complete.	
Create a Data Hub to catalogue, use and reuse data collected through research and consultation programs.	Implementation of data management policies and framework, improve reporting capabilities utilising PowerBI.	Glenelg Futures continues to use PowerBI and champion data driven decision making. Implementation of Data Management Framework continues.	

INITIATIVE	ACTION	UPDATE	STATUS
Strengthen our regional reach and understanding of townships			
Continue to work in partnership with peak bodies across the region.	Maintain existing partnerships with peak bodies across the region, ensuring Council maintains a strong presence.	Council continued partnerships with Australian Cruise Association, Australian Regional Tourism, Great Ocean Road Regional Tourism and cross-border collaboration with the Limestone Coast region through the Mixed Dozen Wine Trials, offering another source of cross-border tourism promotion.	
Continue to hold Council Meetings across the Shire where possible.	Allocate 2 Council meetings for the financial year in locations outside of Portland.	Year 3 Action is complete	
Hold Listening Posts across the Shire.	Promote and deliver annual Listening Post calendar.	The Heywood Listening Post was held on 24 June at the Heywood Customer Service meeting room with a total of 2 attendees and zero submissions received. Marketing for the sessions was undertaken via printed posters, media release, social media platforms, electronic direct mail to community groups, Your Say Glenelg and Council's community newsletter.	
Develop and implement a program to actively promote the type and status of infrastructure projects across the Shire.	Report and update on the status of infrastructure projects across the Shire via a variety of engagement tools.	The reporting platform for updates and project status remains active on the Council website. Progress is continuing on the Power BI internal reporting on project status at multiple levels of the organisation. Council is now undertaking tenders of an ERP system to roll out a combined Asset and Project Management Platform.	



SERVICES

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SERVICE AREA	DESCRIPTION OF SERVICE AREA PROVIDED	2023-2024 \$'000	
Mayor & Council	The role of the Mayor and Councillors is to provide good governance and strategic direction to achieve the best outcomes for the benefit of the community, including future generations.	Net Cost Actual	610
		Budget	506
		Variance	104
Communication & Media	Provide timely information and promotion on council activities and programs, both internally and externally.	Net Cost Actual	172
		Budget	164
		Variance	8
Corporate Services	Statutory and corporate support to council. This includes coordinating business papers, minutes of council meetings, maintenance of statutory registers and the conduct of municipal elections.	Net Cost Actual	193
		Budget	103
		Variance	90
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.	Net Cost Actual	726
		Budget	723
		Variance	3
Finance	Development of the annual Council Budget, annual Financial Report and the Strategic Financial Plan. Co-ordination of external auditors and input into the audit committee requirements. Administer the accounts payable and accounts receivables services for the council. Supports all units in financial analysis of variances to budget.	Net Cost Actual	762
		Budget	776
		Variance	(9)
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.	Net Cost Actual	350
		Budget	292
		Variance	5
Internal Audit	Council's Internal Audit function provides assurance on the effectiveness of internal controls, systems and processes by improving performance, reducing risk and increasing accountability.	Net Cost Actual	232
		Budget	207
		Variance	25
Community Engagement & Planning	Provision of the Your Say Engagement Platform, ensuring Principles of Engagement are adhered to, and the voice of community is incorporated into planning and strategic development across the business, including Council Plan Development, annual action planning, quarterly reporting and annual report development.	Net Cost Actual	126
		Budget	129
		Variance	(4)



OUR
PERFORMANCE

LOCAL GOVERNMENT PERFORMANCE INDICATORS

ITEM	DESCRIPTION	RESULTS 2020-2021	RESULTS 2021-2022	RESULTS 2022-2023	RESULTS 2023-2024
1	Community satisfaction rating for overall performance generally of council	61	61	47	43
2	Community satisfaction rating for Council's advocacy and community representation on key local issues	57	56	45	41
3	Community satisfaction rating for Council's engagement in decision making on key local issues	57	58	44	42
4	Average rates and charges per assessment	\$2,030	\$2,050	\$2,080	\$2,146
5	Average residential rates and charges per assessment	\$1,306	\$1,333	\$1,606	\$1,668
6	Average operating expenditure per assessment	\$3,992	\$4,533	\$4,461	\$3,830
7	Average capital expenditure per assessment	\$937	\$1,091	\$996	\$997
8	Average liabilities per assessment	\$3,228	\$2,448	\$2,089	\$2,049
9	Operating result per assessment	-\$13	-\$192	\$195	-\$136

REPORT OF
OPERATIONS

GLENELG SHIRE COUNCIL

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

	RESULTS				
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities	1.00	0.50	1.00	1.00	
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					
Utilisation					
Utilisation of aquatic facilities	2.16	2.10	3.73	4.03	
[Number of visits to aquatic facilities / Population]					
Service cost					
Cost of aquatic facilities	\$25.86	\$27.63	\$19.22	\$18.64	
[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]					
Animal Management					
Timeliness					
Time taken to action animal management requests	1.54	2.40	2.63	1.25	A full complement of Authorised Officers has allowed the Local Laws team to provide a greater response time to our community for animal management matters.
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					

REPORT OF
OPERATIONS
CONTINUED

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Animal Management					
Service standard					
Animals reclaimed	48.44%	26.33%	36.44%	33.28%	A greater educational focus on responsible pet ownership through face to face communications and other channels has resulted in owners ensuring their animals are securely contained.
[Number of animals reclaimed / Number of animals collected] x100					
Animals rehomed	34.38%	50.66%	57.30%	97.28%	Note - the formula for this measure has changed from prior periods. The ratio of unclaimed animals rehomed during the period remains similar to prior periods, however Collected animals are transferred to a third party and the final re-homing arrangements are not known by Council.
[Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100					
Service cost					
Cost of animal management service per population	\$52.14	\$27.28	\$38.85	\$40.15	
[Direct cost of the animal management service / Population]					
Health and Safety					
Animal management prosecutions	100.00%	100.00%	100.00%	100.00%	
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Food Safety					
Timeliness					
Time taken to action food complaints	1.00	1.00	2.25	1.00	2023-24 has seen a return to 1 working day turnaround. Prior year data was affected by complaints made at weekend, being addressed the next business day.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
Food safety assessments	85.89%	83.44%	100.00%	98.63%	
[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					
Food safety samples	New	New	New	130.56%	New Measure in 2023-24.
[Number of food samples obtained / Required number of food samples] x 100					
Service cost					
Cost of food safety service	\$461.85	\$382.77	\$569.92	\$542.57	
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]					

REPORT OF
OPERATIONS
CONTINUED

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Food Safety					
Health and safety					
Critical and major non-compliance outcome notifications	25.00%	60.87%	100.00%	95.00%	
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					
Governance					
Transparency					
Council decisions made at meetings closed to the public	1.59%	3.73%	3.48%	26.00%	The significant increase in this area is predominantly due to Awarding of Contracts being undertaken during the Confidential session of meetings. In prior years, Awarding of Contracts was addressed in Open Council with confidential attachment only.
[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100					

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Governance					
Consultation and engagement					
Satisfaction with community consultation and engagement	58.00	57.00	45.00	42.00	Council has experienced a decline in this measure. Please refer to the Municipal Monitors report for details: https://www.localgovernment.vic.gov.au/council-governance/independent-reports
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
Councillor attendance at council meetings	97.80%	96.70%	97.62%	94.29%	
[The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100					
Service cost					
Cost of elected representation	\$55,915.79	\$59,851.43	\$59,910.05	\$93,779.29	Increased costs of elected representation are associated with the appointment of Municipal Monitors, livestreaming meetings, increases in Councillor Allowances and Acting CEO costs (including recruitment).
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]					

REPORT OF
OPERATIONS
CONTINUED

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Governance					
Satisfaction					
Satisfaction with council decisions	57.00	58.00	44.00	39.00	Council has experienced a decline in this measure. Please refer to the Municipal Monitors report for details: https://www.localgovernment.vic.gov.au/council-governance/independent-reports
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries					
Resource currenacy					
Recently purchased library collection	48.03%	43.58%	43.78%	48.48%	Glenelg Libraries has undertaken additional weeding of the existing collection with reorganising and renewal of Heywood and Casterton collections this year. This in line with new purchases across each of our branches in Portland, Heywood and Casterton has likely contributed to the increase.
[Number of library collection items purchased in the last 5 years / Number of library collection items] x100					
Service cost					
Cost of library service per population	\$31.65	\$33.33	\$34.59	\$34.65	
[Direct cost of the library service / Population]					

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Libraries					
Utilisation					
Loans per head of population	New	New	New	5.55	New Measure in 2023-24.
[Number of library collection item loans / Population]					
Participation					
Library membership	New	New	New	24.14%	New Measure in 2023-24.
[Number of registered library members / Population] x100					
Library visits per head of population	New	New	New	5.40	New Measure in 2023-24.
[Number of library visits / Population]					
Maternal and Child Health (MCH)					
Service standard					
Infant enrolments in the MCH service	100.00%	101.09%	100.00%	101.45%	
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost					
Cost of the MCH service	\$104.74	\$115.29	\$130.64	\$117.75	
[Cost of the MCH service / Hours worked by MCH nurses]					
Participation					
Participation in the MCH service	50.86%	87.18%	87.60%	87.19%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					

REPORT OF
OPERATIONS
CONTINUED

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Maternal and Child Health (MCH)					
Participation					
Participation in the MCH service by Aboriginal children	48.70%	84.68%	81.58%	93.18%	Increased participation with Aboriginal families is due to Maternal and Child Health Service collaboration with Koorie Maternity Service, local Victorian Aboriginal Community Controlled Health Organisations and Supported Playgroup.
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Satisfaction					
Participation in 4-week Key Age and Stage visit	97.87%	94.02%	99.39%	100.00%	
[Number of 4-week key age and stage visits / Number of birth notifications received] x100					
Roads					
Satisfaction of use					
Sealed local road requests	3.38	4.20	9.37	8.84	
[Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition					
Sealed local roads maintained to condition standards	94.37%	93.52%	93.52%	94.75%	
[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100					

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Roads					
Service cost					
Cost of sealed local road reconstruction	\$78.78	\$53.25	\$41.44	\$38.34	
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
Service Cost					
Cost of sealed local road resealing	\$3.96	\$3.22	\$6.44	\$5.37	The decreased cost of road resealing is due to fluctuating external contractor tender prices for resealing works across years.
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					
Satisfaction					
Satisfaction with sealed local roads	44.00	42.00	32.00	31.00	
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
Statutory Planning					
Timeliness					
Time taken to decide planning applications	38.69	47.00	55.00	42.00	Applications numbers have declined and now similar to pre-covid levels leading to improved overall timeframes. In addition the planning scheme has continued to be modernised reducing permit triggers and additional Vicsmart paths for planning applications.
[The median number of days between receipt of a planning application and a decision on the application]					

REPORT OF
OPERATIONS
CONTINUED

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Statutory Planning					
Service standard					
Planning applications decided within required time frames	85.66%	73.23%	71.36%	89.17%	Applications numbers have declined and now similar to pre-covid levels leading to improved overall timeframes. In addition the planning scheme has continued to be modernised reducing permit triggers and additional Vicsmart paths for planning applications.
[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100					
Service cost					
Cost of statutory planning service	\$1,718.16	\$1,728.54	\$2,228.83	\$2,375.78	
[Direct cost of the statutory planning service / Number of planning applications received]					
Decision making					
Council planning decisions upheld at VCAT	0.00%	66.67%	100.00%	100.00%	
[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					

RESULTS					
Service Performance Indicators	2021	2022	2023	2024	COMMENTS
Waste Management					
Service standard					
Kerbside collection bins missed	0.54	0.87	0.51	0.57	During 2023/24 Council has introduced a new reporting system which aims to increase accuracy in capturing missed bins.
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000					
Service cost					
Cost of kerbside garbage bin collection service	\$133.75	\$136.00	\$161.78	\$144.30	There was no increase to the EPA levy in 23/24 following a significant increase to the levy in the year prior. Waste education has increased diversion of recyclables from landfill.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					
Service cost					
Cost of kerbside recyclables collection service	\$82.60	\$91.99	\$91.44	\$111.73	The gate price of recyclable acceptance charges by Council's external contractor increased significantly at the beginning of the 23/24 financial year. There is an increase in contamination of recyclables causing increased cost.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					
Waste diversion					
Kerbside collection waste diverted from landfill	32.17%	32.33%	30.40%	28.65%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

PERFORMANCE STATEMENT

GLENELG SHIRE COUNCIL

Encompassing an area of 6,215 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.

SUSTAINABLE CAPACITY INDICATORS FOR THE YEAR ENDED 30 JUNE 2024

Service / Indicator / Measure	RESULTS					COMMENTS
	2021	2022	2023	2024		
	[Formula]	Actual	Actual	Actual	Target as per budget Actual	
Aquatic Facilities						
Utilisation						
Utilisation of aquatic facilities	2.16	2.10	3.73	N/A	4.03	
[Number of visits to aquatic facilities / Municipal population]						
Animal Management						
Health and safety						
Animal management prosecutions	100%	100%	100%	N/A	100%	
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100						

Service / Indicator / Measure	RESULTS					COMMENTS
	2021	2022	2023	2024		
	[Formula]	Actual	Actual	Actual	Target as per budget	
Food Safety						
Health and safety						
Critical and major non-compliance outcome notifications	25.00%	60.87%	100.00%	N/A	95.00%	
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100						
Governance						
Consultation and engagement						
Satisfaction with community consultation and engagement	58	57	45	57	42	Council has experienced a decline in this measure. Please refer to the Municipal Monitors report for details: https://www.localgovernment.vic.gov.au/council-governance/independent-reports
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]						

PERFORMANCE STATEMENT CONTINUED

SUSTAINABLE CAPACITY INDICATORS FOR THE YEAR ENDED 30 JUNE 2024 (CONTINUED)

Service / Indicator / Measure	RESULTS					COMMENTS
	2021	2022	2023	2024		
	[Formula]	Actual	Actual	Actual	Target as per budget Actual	
Libraries						
Participation						
Library membership	New	New	New	N/A	24.14%	New Measure in 2023-24.
[Number of registered library members / Population] x100						
Maternal and Child Health (MCH)						
Participation						
Participation in the MCH service	50.86%	87.18%	87.60%	N/A	87.19%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100						
Participation in the MCH service by Aboriginal children	48.70%	84.68%	81.58%	N/A	93.18%	Increased participation with Aboriginal families is due to Maternal and Child Health Service collaboration with Koorie Maternity Service, local Victorian Aboriginal Community Controlled Health Organisations and Supported Playgroup.
[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						

Service / Indicator / Measure	RESULTS					COMMENTS
	2021	2022	2023	2024		
	[Formula]	Actual	Actual	Actual	Target as per budget Actual	
Roads						
Condition						
Sealed local roads maintained to condition standards	94.37%	93.52%	93.52%	95.00%	94.75%	
[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100						
Statutory Planning						
Service standard						
Planning applications decided within required time frames	85.66%	73.23%	71.36%	72.00%	89.17%	Applications numbers have declined and now similar to pre-covid levels leading to improved overall timeframes. In addition the planning scheme has continued to be modernised reducing permit triggers and additional Vicsmart paths for planning applications.
[(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						
Waste Management						
Waste diversion						
Kerbside collection waste diverted from landfill	32.17%	32.33%	30.40%	32.00%	28.65%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

PERFORMANCE STATEMENT CONTINUED

FINANCIAL PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2024

Dimension / Indicator / Measure	RESULTS					FORECASTS				COMMENTS
	2021	2022	2023	2024	2025	2026	2027	2028		
	[Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	
Efficiency										
Expenditure level										
Expenses per property assessment	\$3,834.88	\$4,533.38	\$4,440.01	\$4,255.77	\$3,814.92	\$4,226.16	\$4,300.13	\$4,379.56	\$4,461.51	Accounting Adjustments to the Landfill and Gravel Pit Provisions in 23-24 has led to an overall decrease in Expenditure for Council. The overall operational costs of providing Council services have remained comparable to prior periods.
[Total expenses / Number of property assessments]										
Revenue level										
Average rate per property assessment	\$1,361.00	\$1,438.40	\$1,720.49	N/A	\$1,784.47	\$1,846.09	\$1,896.57	\$1,948.43	\$2,001.71	
[Sum of all general rates and municipal charges / Number of property assessments]										

Dimension / Indicator / Measure	RESULTS					FORECASTS				COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	[Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	
Liquidity										
Working capital										
Current assets compared to current liabilities	118.87%	85.00%	94.14%	105.99%	51.16%	73.71%	34.59%	38.02%	48.87%	Due to Councils ongoing delivery of major infrastructure projects in 23-24, trade payables have increased at year end when compared with prior periods. Concurrently, due to the large scale works cash reserves have been utilised to which has lead to a decrease to current assets during the period.
[Current assets / Current liabilities] x100										
Unrestricted cash										
Unrestricted cash compared to current liabilities	54.33%	71.88%	25.27%	N/A	29.03%	41.39%	2.63%	6.20%	17.64%	The increase in unrestricted cash to current liabilities is due to the continued delivery of large scale infrastructure projects during 23-24. The reduction in carry forward capital works when compared to the prior year has seen a reduction in restricted cash amounts - being unspent grant funding.
[Unrestricted cash / Current liabilities] x100										

PERFORMANCE STATEMENT CONTINUED

Dimension / Indicator / Measure	RESULTS					FORECASTS				COMMENTS
	2021	2022	2023	2024	2025	2026	2027	2028		
	[Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates	40.04%	5.64%	2.54%	N/A	1.02%	23.28%	21.51%	19.76%	18.03%	The change in borrowings is attributed to usual principal payments during the year, and the existing loans reaching their term with less than one year remaining. There were no new borrowings during the period. The current Council Budget and forecasting sees new borrowings of \$7M in 24-25, with forecasted rate revenue to remain consistent with prior periods.
[Interest bearing loans and borrowings / Rate revenue] x100										
Loans and borrowings repayments compared to rates	2.47%	33.65%	2.22%	N/A	1.02%	3.26%	2.30%	2.24%	2.18%	The change in borrowings is attributed to usual principal payments during the year, and the existing loans reaching their term with less than one year remaining. There were no new borrowings during the period. The current Council Budget and forecasting sees new borrowings of \$7M in 24-25, with forecasted rate revenue to remain consistent with prior periods.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100										

Dimension / Indicator / Measure	RESULTS					FORECASTS				COMMENTS
	2021	2022	2023	2024	2025	2026	2027	2028		
	[Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	
Indebtedness										
Non-current liabilities compared to own source revenue	55.28%	33.26%	29.71%	N/A	16.33%	44.73%	41.69%	39.12%	36.60%	Existing borrowings are reaching term, there are no Non-Current borrowings at year end. Accounting adjustments to provisions have seen a significant reduction in Non-Current Liabilities, whilst own source revenue remains consistent with prior years. The current Council Budget and forecasting sees increased Non Current Liabilities due to new borrowings in 24-25, with forecasted revenue to remain consistent with prior periods.
[Non-current liabilities / Own source revenue] x100										
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation	65.90%	50.92%	55.97%	53.68%	57.96%	59.57%	58.78%	59.90%	61.05%	
[Asset renewal and asset upgrade expense / Asset depreciation] x100										
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit)	-8.65%	-18.20%	-7.63%	N/A	-10.47%	-3.79%	-3.13%	-2.54%	-1.96%	The increase in Adjusted underlying deficit can be attributed to the change in provisions for the year. Other fluctuations from prior periods is the result of receiving the 2024 Financial Assistance Grant in June 2023. Current budget and forecast estimates return stability to the timing of revenue receipts and less significant changes to provisions following material adjustments in 23-24.
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100										

PERFORMANCE
STATEMENT
CONTINUED

Dimension / Indicator / Measure	RESULTS					FORECASTS				COMMENTS
	2021	2022	2023	2024		2025	2026	2027	2028	
	[Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue	43.31%	42.22%	46.17%	62.02%	57.12%	50.20%	50.36%	50.51%	50.65%	Rates revenue remains consistent when compared with the prior year. The increase in this measure can be attributed to receiving the 2024 Financial Assistance Grant payment in June 2023. The timing of this payment has significantly impacted the operating grant revenue for 23-24.
[Rate revenue / Adjusted underlying revenue] x100										
Rates effort										
Rates compared to property values	0.39%	0.40%	0.33%	N/A	0.30%	0.32%	0.32%	0.33%	0.34%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100										

SUSTAINABLE CAPACITY FOR THE YEAR ENDED 30 JUNE 2024

Indicator / Measure	RESULTS				COMMENTS
	2021	2022	2023	2024	
[Formula]	Actual	Actual	Actual	Actual	
Population					
Expenses per head of municipal population	\$2,820.70	\$3,218.72	\$3,101.55	\$2,672.46	The decrease in this measure can be attributed to accounting adjustments to the Landfill and Other Provisions in 23-24. Population numbers have not varied significantly from year to year.
[Total expenses / Municipal population]					
Infrastructure per head of municipal population	\$21,857.40	\$23,522.73	\$21,772.19	\$26,697.05	
[Value of infrastructure / Municipal population]					
Population density per length of road	7.45	7.43	7.62	7.61	
[Municipal population / Kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$1,605.02	\$1,681.83	\$1,876.84	\$1,906.26	
[Own-source revenue / Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$762.24	\$887.37	\$840.40	\$351.91	This measure has been impacted by the receipt of the 2024 Financial Assistance Grant funding in June 2023 - and included in 22-23 year income. This funding was not utilised by Council for operations until the 23-24 financial year.
[Recurrent grants / Municipal population]					

PERFORMANCE STATEMENT CONTINUED

SUSTAINABLE CAPACITY FOR THE YEAR ENDED 30 JUNE 2024 CONTINUED

Indicator / Measure [Formula]	RESULTS				COMMENTS
	2021 Actual	2022 Actual	2023 Actual	2024 Actual	
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	2.00	2.00	2.00	2.00	
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	7.1%	11.6%	11.8%	22.2%	Councils decision to cease operating Aged Care Services during 23-24 resulted in redundancies of staff providing these services. This extraordinary event has given rise to the increase in this measure.

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, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the Local Government Act 2020 and *Local Government (Planning and Reporting) Regulations 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 or the Council’s satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* 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.

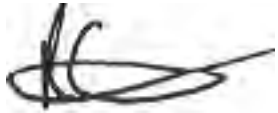
DEFINITIONS

KEY TERM	DEFINITION
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: » non-recurrent grants used to fund capital expenditure; and » non-monetary asset contributions; and » 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
annual report	means an annual report prepared by a council under section 98 of the Act
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
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
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
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the Food Act 1984
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
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
KEY TERM	DEFINITION
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
non-current liabilities	means all liabilities other than current liabilities
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
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, 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
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

PERFORMANCE
STATEMENT
CONTINUED

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Rebecca Campbell CPA
Principal Accounting Officer

Dated: 22 October 2024
Portland

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 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 2020* to certify this performance statement in its final form.



Cr Karen Stephens
Councillor

Dated: 22 October 2024
Portland



Cr Michael Carr
Councillor

Dated: 22 October 2024
Portland



Helen Havercroft
Chief Executive Officer

Dated: 22 October 2024
Portland

GOVERNANCE,
MANAGEMENT
AND OTHER INFORMATION

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Glenelg Shire Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- » Taking into account the diverse needs of the local community in decision-making
- » Providing leadership by establishing strategic objectives and monitoring achievements
- » Ensuring that resources are managed in a responsible and accountable manner
- » Advocating the interests of the local community to other communities and governments
- » Fostering community cohesion and encouraging active participation in civic life

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

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

Council’s formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

MEETINGS OF COUNCIL

Council conducts open public meetings on the fourth Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery or via live streaming. Council meetings also provide the opportunity for community members to submit a question to Council.

The following table provides a summary of Councillor attendance at 15 Council meetings for the 2023-2024 financial year. This is made up of 12 Council Meetings, 1 Statutory Meeting and 2 Unscheduled Meetings.

COUNCILLOR	COUNCIL MEETINGS ATTENDED	UNSCHEDULED COUNCIL MEETING ATTENDANCE	APPROVED LEAVE OF ABSENCE
Cr Michael Carr	13	2	0
Cr Chrissy Hawker*	3	0	0
Cr Scott Martin	12	2	1
Cr Alistair McDonald*	6	2	0
Cr Robyn McDonald	7	1	0
Cr John Northcott*	11	2	0
Cr Jayden Smith*	3	0	0
Cr Karen Stephens	13	2	0
Cr Gilbert Wilson	8	2	1

* Resigned or elected within financial year. Refer to section “Our Councillors” for dates in office.

DELEGATED COMMITTEES

The Act allows councils to establish one or more delegated committees consisting of:

- » Councillors
- » Council staff
- » Other persons
- » Any combination of the above.

Currently, Glenelg Shire Council has no delegated committees.

CODE OF CONDUCT

Section 139 of the *Local Government Act 2020* requires Councils to develop and approve a councillor Code of Conduct within 12 months after each general election.

Councillors unanimously adopted a Councillor Code of Conduct (the Code) on 23 February 2021.

The 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 Code and uphold the standards of conduct set out in the Code.

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.

A *Local Government Amendment (Governance and Integrity) Bill 2024* (the Bill) was introduced into Parliament on 30 April 2024. The Bill makes various amendments to the *Local Government Act 2020* (LG Act 2020) that aim to enhance standards of governance and behaviour across the local government sector.

Key reforms made by the Bill include the introduction of a Model Councillor Code of Conduct (Model Code), mandatory Mayoral training and mandatory professional development training for Councillors.

A draft Model Councillor Code of Conduct and training outline will be released in August 2024 for a further round of feedback, with a final model code to be released in October 2024.

INTEGRITY, CONFIDENTIALITY AND CONFLICTS OF INTEREST

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.
- » 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 a Council. For the 2023-2024 year there were 18 Conflict of Interest declared.

COUNCILLOR ALLOWANCES

Section 39 of the [LGA 2020] sets out that in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*, Mayors, Deputy Mayors and Councillors are entitled to receive an allowance while performing their duty as a Councillor.

Each year the Tribunal specifies a maximum allowance that can be paid to Mayors, Deputy Mayors and Councillors. In determining these limits Councils are divided into three categories based on the income and population of each council. Glenelg Shire is currently recognised as a category two council.

The following table contains details of allowances paid to the Mayor and Councillors during the year.

COUNCILLOR	SUM OF AMOUNT
Cr Michael Carr	\$28,869
Cr Chrissy Hawker	\$7,389
Cr Scott Martin	\$52,866
Cr Alistair McDonald	\$21,533
Cr Robyn McDonald	\$21,533
Cr John Northcott	\$30,216
Cr Jayden Smith	\$11,583
Cr Karen Stephens	\$87,429
Cr Gilbert Wilson	\$32,877

COUNCILLOR EXPENSES

In accordance with Section 40 of the Act, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee paid by the Council.

The details of the expenses including reimbursement of expenses for each Councillor and member of a Council committee paid by the Council for the 2023-2024 year are set out in the following table.

COUNCILLOR	CT	IC	TR	CM	CC	GRAND TOTAL
Cr Michael Carr		\$1,119	\$254			\$1,373
Cr Chrissy Hawker		\$573				\$573
Cr Scott Martin	\$325	\$1,119	\$6,717			\$8,161
Cr Alistair McDonald	\$14	\$471				\$485
Cr Robyn McDonald	\$142	\$468				\$610
Cr John Northcott	\$128	\$1,119	\$328			\$1,575
Cr Jayden Smith		\$575				\$575
Cr Karen Stephens	\$1,925	\$1,714	\$20,775	\$6,996		\$31,410
Cr Gilbert Wilson	\$903	\$1,275	\$461	\$498		\$3,137

KEY

- CM Car Mileage
- CT Conference, Training and Other Expenses
- IC Information and Communication Expenses
- TR Travel Expenses
- CC Child Care



AUDIT AND RISK COMMITTEE

The 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, 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 2023-2024 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 2023-2024, 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; and
- » Monitoring of Council’s financial and performance reporting.

INTERNAL AUDIT

Council’s Internal Audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. This function is performed by an external provider, AFS and Associates who commenced as internal auditor in the 2023 financial year.

Council adopted a risk based Strategic Internal Audit Plan (SIAP) for the period July 2021-June 2024, 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 2021-June 2024 during the period 1 July 2023 and 30 June 2024:

- » HR Workforce Management (including remote workforce management)
- » Climate Change Adaptation
- » Cyber Security – Penetration Testing and Vulnerability Assessment (outsourced)
- » Data Analytics.

The internal auditor attends each Audit and Risk Committee Meeting to report on the status of the Internal Audit Plan, provide an Industry update and present findings of completed internal audits.

EXTERNAL AUDIT

The Local Government Act 2020 requires each council to prepare financial statements and a performance statement and submit them to the Auditor-General for audit each financial year. The Audit Act 1994 requires the Victorian Auditor-General’s Office (VAGO) to audit these and issue an opinion thereon.

The Audit Act 1994 authorises VAGO to appoint an audit service provider to assist in the conduct of the audit. For 2023-2024, KPMG have been appointed to assist with the audit of Glenelg Shire Council.

KPMG provide an auditor’s report on the financial and performance statements and present to the Audit and Risk Committee.

RISK MANAGEMENT

Glenelg Shire takes a proactive approach to risk management and has in place, systems, policies, frameworks, and procedures to ensure the adverse effects of risks are prevented or minimised across Council operations.

The Risk Management Policy and Risk Management Framework are reviewed periodically, ensuring we have the capability to address current and emerging risks.

Risk management helps our organisation to meet the expectations of our many stakeholders and provide quality services to our community. It allows decision-makers to be better informed, decisive, and confident in achieving our specified outcomes and objectives.

The objectives of our risk management program are to:

- » provide a structured and consistent approach to identifying, rating, mitigating, managing, and monitoring risks.
- » assist decision-makers to weigh risks against potential opportunities.
- » create an environment where employees understand and assume responsibility for managing risks and controls.
- » provide relevant and timely information using a clear reporting structure.

ATTENDANCE AT AUDIT AND RISK COMMITTEE MEETINGS 01/07/2023 - 30/06/2024

MEMBER NAME	MEETING 1 14/09/2023	MEETING 2 07/12/2023	MEETING 3 07/03/2024	MEETING 4 06/06/2024
Mr David Stafford	P	P	P	P
Mr Philip Saunders	P	P	P	P
Ms Bonnie Holmes	P	P	P	P
Mr Greg Tremewen	P	P	P	P
Mr Karen Stephens (Mayor)	P	P	P	P
Cr Scott Martin ¹	A	-	-	
Cr Michael Carr	P	P	P	P
Cr John Northcott ²	-	P	P	P

KEY P = Present A = Apology received

- 1 Ceased to be Mayor on 8 November 2023
- 2 Appointed on 28 November 2023

GOVERNANCE AND MANAGEMENT CHECKLIST

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having a strong governance and management frameworks leads to better decision making by Council. The Act requires council to undertake an assessment against the prescribed Governance and Management checklist and include this in its report of operations. Council’s Governance and Management Checklist results are set out in the section below.





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: 21 February 2021	
2 COMMUNITY ENGAGEMENT GUIDELINES (Guidelines to assist staff to determine when and how to engage with the community)	Current framework in operation Date of commencement for current framework: 1 January 2022	
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 Date of adoption: 26 October 2021	
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 Date of adoption: 22 June 2022	
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	
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: 25 June 2024	
7 RISK POLICY (Policy outlining council’s commitment and approach to minimising the risks to council’s operations)	Framework and Strategy Date of commencement of current policy: 1 September 2020 The Risk Strategy has been developed to incorporate all risk management framework, policies and procedures.	

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
8 FRAUD POLICY (Policy outlining council’s commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 24 October 2023	
9 MUNICIPAL EMERGENCY MANAGEMENT PLAN (Council’s participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC))	MEMPC meetings attended by one or more representatives of Council (other than the chairperson) during the financial year Date of MEMPC meetings attended: 21 August 2023 16 November 2023 15 February 2024 15 May 2024	
10 PROCUREMENT POLICY (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 14 December 2021	
11 BUSINESS CONTINUITY PLAN (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement of current plan: 21 August 2024	
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)	Plan Date of commencement of current plan: 20 February 2024	
13 COMPLAINT POLICY (Policy under section 107 of the Act outlining Council’s commitment and approach to managing complaints)	Developed in accordance with section 107 of the Act Date of commencement of policy: 14 December 2021	
14 WORKFORCE PLAN (Plan outlining Council’s commitment and approach to planning the current	Established in accordance with section 46 of the Act Date of commencement of current plan: 14 December 2021	
15 PAYMENT OF RATES AND HARDSHIP POLICY (Policy outlining Council’s commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Policy Date of commencement of current policy: 25 July 2023	
16 RISK MANAGEMENT FRAMEWORK (Framework outlining Council’s approach to managing risks to the Council’s operations)	Framework Date of adoption of current framework: 1 September 2020	
17 AUDIT AND RISK COMMITTEE (Advisory committee of Council under section 53 and section 54 of the Act whose role is to monitor the compliance of Council policies and procedures, monitor Council’s financial reporting , monitor and provide oversight on internal and external audit functions)	Established in accordance with section 53 of the Act Date of establishment: 25 August 2020	

GOVERNANCE AND
MANAGEMENT
CHECKLIST
CONTINUED

GOVERNANCE AND MANAGEMENT ITEMS		
18 INTERNAL AUDIT (Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance risk and management controls)	Engaged Date of engagement of current provider: 26 August 2022	
19 PERFORMANCE REPORTING FRAMEWORK (A set of indicators measuring financial and non-financial performance indicators referred to in section 98 of the Act)	Framework Date of adoption of current framework: 7 April 2015 Last amendment to framework: 24 October 2020	
20 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 May 2024	
21 QUARTERLY BUDGET REPORTS (Quarterly reports presented to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Act Dates presented: 27 February 2024 26 March 2024 23 April 2024 28 May 2024	
22 RISK REPORTS (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.)	Reports: Date of reports: 3 September 2024 16 April 2024	
23 PERFORMANCE REPORTS (Six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 98 of the Act 2020.	Reports: Six monthly report prepared in accordance with framework requirements Date of report: 31 December 2023	

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
24 ANNUAL REPORT (Annual report under sections 98, 99 and 100 of the Act 2020 to the community containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act Date of presentation: 24 October 2023 
25 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 
26 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: 26 September 2023 
27 MEETING PROCEDURES (Governance Rules 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: 23 January 2024 

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



Helen Havercroft
Chief Executive Officer

Dated: 22 October 2024
Portland



Cr Karen Stephens
Mayor

Dated: 22 October 2024
Portland

STATUTORY INFORMATION

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

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with section 57 of the *Local Government Act 2020* (the Act), Glenelg Shire Council must adopt and maintain a Public Transparency Policy.

This Public Transparency Policy outlines that the Council will, at a minimum, have the following records available on the Council's website:

- » Council meeting agendas;
- » Reporting to Council;
- » Minutes of Council meetings;
- » Reporting from Advisory Committees to Council;
- » Audit and Risk Committee Performance Reporting;
- » Terms of Reference or Charters for Advisory Committees;
- » Register of gifts, benefits and hospitality offered to Councillors or Council staff;
- » Registers of travel undertaken by Councillors or Council staff;
- » Registers of Conflict of Interest disclosed by Councillors or Council staff;
- » Submissions made by Council;
- » Register of donations and grants made by Council;
- » Registers of leases entered into by Council, as lessor and lessee;
- » Register of Delegations;
- » Register of Authorised officers;
- » Register of Election campaign donations.
- » Summary of Personal Interests;
- » Any other registers or records required by legislation or determined to be in the public interest.

The above documents are prepared in accordance with the Council's Public Transparency Policy and are updated and uploaded to the Council's website on a quarterly basis where appropriate.

CONTRACTS

Council conducts strategic reviews for contracts greater than a value of \$200,000 to determine:

- » whether the service is still required
- » the strategic approach for delivering and providing the service
- » how the service aligns to Council's strategic objectives
- » analysis of the supplier market
- » the best procurement methodology and delivery.

Council issued 80 tenders in 2023-2024, covering the following service categories:

- » events services
- » consultancy and other work
- » capital and infrastructure works
- » operational services
- » technology

Council entered two contracts valued at \$200,000 or more for goods or services without engaging in a competitive process

- » Provision of Software Systems to Glenelg Shire Council
- » Animal Welfare Centre Transition

From July 1, 2023 to 30 June 2024 Council entered into the following works contracts valued at more than \$200,000

- » Portland Foreshore Pathway Lighting Controls
- » Mumbannar Wanwin Road Rehabilitation
- » Road Resealing Program
- » Provision Of Maternal and Child Health Services and other Immunisations
- » Trawler Wharf Refuelling Facility
- » Local Freight Roads Projects Portland
- » Heathfield Lindsay Road Rehabilitation and Widening
- » Local Freight Roads Projects Portland Fitzgerald Street Upgrade
- » Supply and Delivery of one new Truck and Trailer
- » Supply and Delivery of one new Articulated Front End Loader
- » 2023-2024 Glenelg Shire Road Rehabilitation Program
- » Glenelg Shire Council - Waste Collection Services
- » Portland North Pathway Stage 2
- » CBD Amenities Upgrade
- » Supply and delivery of computers
- » Enterprise Resource Planning (ERP) Solution
- » Haulage/Receipt of Residual Material from the Rural Transfer Stations
- » Portland North Employment Precinct – Stage 2 - New Street Intersection and Road Construction
- » Glenelg Information Network
- » Portland Foreshore Ceremonial Dance Space
- » Provision of Roadside and Reserve Weed and Pest Control Services

DISABILITY ACTION PLAN

In accordance with section 38 of the *Disability Act 2006* Council has integrated its Disability Action Plan into this Municipal Public Health and Wellbeing Plan and aims to achieve the following for people with disabilities:

- » Reduce barriers to accessing goods, services and facilities
- » Reduce barriers to employment
- » Promote inclusion and participation in the community
- » Achieve changes in attitudes and practices which may discriminate

In accordance with the *Local Government Act 2020*, Council prepared and adopted the Glenelg Shire Council Municipal Public Health and Wellbeing Plan 2021-2025 (endorsed 26 October 2021). The Plan is informed by the Victorian Health and Wellbeing Plan and is underpinned by the Glenelg Shire 2040 Community Plan and Vision.

DOMESTIC ANIMAL MANAGEMENT PLAN

The Domestic Animal Management Plan identifies our direction regarding domestic animal management, staff training, service delivery and policies.

The following information is provided in accordance with Section 68A of the *Domestic Animals Act 1994*.

The following key actions were implemented in 2023-2024:

- » Development and implementation of the Local Laws Professional Development Training Plan, with all staff completing use a firearm in a humane way, organisational required training, and animal management handling.
- » One staff member enrolled in Certificate IV in Animal Control and Regulation.
- » Increased daily patrols of areas where dogs were reported off-leash and not under effective control and updated communications to reflect locations of designated on/off leash spaces across the Shire.
- » Continued work with organisations/agencies to provide desexing programs at a reduced rate.
- » Media and communications relating to dog and cats' registrations saw an increase of new registrations (approximately 800), desexing and residents updating information (address, tags, phone numbers, ownership etc).
- » Development of signage along popular walking tracks to make pet owners aware of their responsibilities.
- » Processes have been established to ensure our declared dogs database is current and aligns with the Victorian Declared Dog Register.
- » Annual audits are undertaken to ensure compliance of registered domestic animal businesses. Council also continues to investigate new and / or existing unregistered businesses.

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 2023-2024. No such Ministerial Directions were received by Council during the financial year.

FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* (the Act) provides the opportunity for public access to Council documents, subject to various exceptions and exemptions. The Act establishes a legally enforceable right for the community to access information in document form held by the Council.

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their Annual Report of Operations or separately (such as on its website) concerning its functions and information available. Council has chosen to publish the statements separately on Council's website. However, the following provides a summary of the Glenelg Shire Council's application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through request to the Freedom of Information (FOI) Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- » The request should be in writing (application form available on Council's website)
- » The request should identify as clearly as possible which document is being requested.
- » The request should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Access charges may apply once documents have been processed and a decision on access is made (e.g. search, retrieval and photocopying charges).

Although Council endeavours to release information proactively and informally, there are some exemptions under the Act that apply to certain types of information that may prevent their release.

FREEDOM OF INFORMATION ACTIVITY
DURING 1 JULY 2023 AND 30 JUNE 2024

During 2023-2024 Glenelg Shire’s Freedom of Information (FOI) Officer responded to a total of thirteen (13) Freedom of Information enquiries and processed two (2) valid requests under Freedom of Information legislation provisions.

Outcomes from the two valid requests are listed below:


VALID REQUESTS	2023-2024
Access granted in full	0
Access granted in part	1
Access denied	0
Documents do not exist	1
TOTAL	2

Of the remaining requests in the current reporting period, the FOI Officer was able to satisfy seven (7) applicants outside of the FOI process, prior to the formalisation of a valid FOI Request. Three (3) requests lapsed and one (1) request was still being processed.

Outcomes of other requests:


OTHER REQUESTS	2023-2024
Documents provided outside of the FOI process or request satisfied outside of FOI process	7
Request Lapsed (did not become valid)	3
Not yet finalised	1
TOTAL	11

For more information regarding Freedom of Information, please refer to the Glenelg Shire’s website.

 <https://www.glenelg.vic.gov.au/Our-Council/Governance-Transparency-and-Accountability/Freedom-of-Information>

INFORMATION PRIVACY


The Glenelg Shire Council is committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act 2014* and *Health Records Act 2001*. Our Privacy Policy sets out our requirements for the managing and handling of personal information and is available by request, or on Council's Website.

 <https://www.glenelg.vic.gov.au/Our-Council/Governance-Transparency-and-Accountability/Privacy>

PROTECTED DISCLOSURE PROCEDURES

The Public Interest Disclosures Act 2012 (Vic) provides protections for people who make disclosures about improper conduct in the public sector. 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.

 <https://www.glenelg.vic.gov.au/Our-Council/Governance-Transparency-and-Accountability/Public-Interest-Disclosure-Whistleblower-Procedures>

During the 2023-2024 year no formal 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 2023-2024 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 2023-2024 financial year.



Independent Auditor's Report

To the Councillors of Glenelg Shire Council

Opinion	<p>I have audited the accompanying performance statement of Glenelg Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none">description of municipality for the year ended 30 June 2024service performance indicators for the year ended 30 June 2024financial performance indicators for the year ended 30 June 2024sustainable capacity indicators for the year ended 30 June 2024notes to the accountscertification of the performance statement. <p>In my opinion, the performance statement of Glenelg Shire Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 performance statement 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 performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. 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:</p> <ul style="list-style-type: none">identify and assess the risks of material misstatement of the 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 controlevaluate 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. <p>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.</p>
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MELBOURNE
25 October 2024

Travis Derricott
as delegate for the Auditor-General of Victoria

