

PERFORMANCE

PERFORMANCE

STRATEGIC OBJECTIVE 3:

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions].	2*	5	5	N/A	
Food Safety Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.00	1.06	1.92	1.00	Eight food complaints were received during 2019-20 which were all actioned within eight days.
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	98.08%	100%	100%	100%	All 119 premises that required assessments were assessed during the year.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$272.54	\$207.64	\$201.19	\$225.67	A reduction of six premises occurred during the year, increasing the cost per premise.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100.	94.12%	100%	100%	100%	All 61 critical and major non-compliance notifications were followed up.

Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
Roads Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	38.85%	7.43%	28.86%	52.08%	Council received a total of 563 requests in 2019-20 compared to 312 in 2018-19 and 73 in 2017-18. Council now logs all sealed road requests on its computerised Customer Action Requests System. In prior reporting periods this data was collected manually. The new system has improved the accuracy of the collection of this data.
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100.	98.54%	99.52%	98.98%	98.98%	Council has maintained the condition standard of its road network above 98% in each of the past 4 years.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed].	\$43.15	\$33.71	\$49.25	\$42.67	The program costs year to year vary dependant on the rural or urban nature of the works. 2018-19 included some large projects that incorporated significant drainage works that escalated the unit rate of this type of work in 2018-19.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed].	\$3.85	\$3.87	\$4.64	\$4.25	The increase in the resealing costs in 2018-19 compared to the previous year is as a result of a significant increase in the costs of bitumen.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads].	38	47	44	39	Council continues to implement its maintenance and reseal program.

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Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
Waste Collection					
<i>Satisfaction</i>					
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000.	67.53	83.18	87.95	101.48	Council received a total of 891 requests relating to bin collection in 2019-20, compared to 753 in 2018-19.
<i>Service standard</i>					
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000.	2.70	2.89	2.70	4.85	Increase in number of collection bins missed in 2019-20.
<i>Service cost</i>					
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins].	\$130.09	\$137.56	\$132.97	\$129.75	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins].	\$77.13	\$82.15	\$112.09	\$140.48	Increase in cost due to recyclables taken to landfill during recycling crisis (July until mid-December 2019). Increase of processing cost for recyclables.
<i>Waste Diversion</i>					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100.	40.65%	40.81%	38.13%	22.46%	No recycling collection during recycling crisis from July to mid-December 2019.

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STRATEGIC OBJECTIVE 4:
DELIVERING GOOD
GOVERNANCE AND LEADERSHIP



We will govern with integrity, plan for the future, and advocate for our community.



Nimons Bridge in Newtown

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STRATEGIC OBJECTIVE 4:

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators.

Strategic Indicator/measure	Result	Comments
Improved community engagement	49	Council continued its commitment to inform, and engage with, its residents in varied traditional and digital communication platforms. In 2019-20, Council continued to publish the Gazette community magazine, sent to every home and business; the weekly Council News page in the Golden Plains Times; the monthly Council News page in local community newsletters; media releases and web stories on Council's website; and daily posts on Council's social media, including its new Instagram account. Council's commitment to transparent and genuine community engagement continued, with greater reporting back to the community on engagement results in all Council's communication platforms. In 2019-20, there were several significant Shire-wide engagement opportunities including the Waste & Resource Recovery Strategy 2020-2030, Sport & Active Recreation Strategy 2020-2030, Bannockburn Growth Plan, Playspace Strategy 2019-2029, Community Vision 2040, Active Ageing and Inclusion Strategy 2020-2024, and Teesdale Structure Plan.
Increased leadership in the area of family violence, gender equity and inclusion	'Take the Lead' female leadership program developed Facebook 18 posts: (13 videos, 5 still images) Reach: 20,737, Video Views: 4,111 Engagements: 6,317 Twitter 18 Posts: (13 Videos, 5 Still images) Impressions: 4,143, Video Views: 324 Engagements: 99 1 Video post, Impressions: 218, Video Views: 60	Rolled out intensive training for all senior leaders on Act@ Work program with support of Women's Health Grampians. The Act@Work Leadership group developed a draft Action Plan which was based on the gender audit, policy checklist and baseline survey results. The Action Plan contains short term, longer term and ongoing/recurrent activities. The Action Plan contains actions which addresses the five essential action areas to reduce violence against women: 1. Challenge Violence Against Women 2. Empower Women and Girls 3. Challenge Stereotypes and Norms 4. Build Respectful Relationships 5. Promote and advance gender equity. Council delivered '16 Days of Activism Campaign' - A social media campaign that featured 16 community leaders/influencers talking to camera/still shot reinforcing 16 Days of Activism messaging.
Improved community ratings for overall Council direction, leadership and advocacy	49	Council's overall performance remained the same as previous year in the 2020 Community Satisfaction Survey – index score of 49. • Council Advocacy improved from an index score of 47 in 2019 to and 49 in 2020. • Making Community Decisions remained the same in 2020 as in 2019 – index score of 47. • Council Direction dropped from an index score of 46 in 2019 to 45 in 2020.

Strategic Indicator/measure	Result	Comments
Maintain financial sustainability	Achieved	The information contained within the Report of Operations, Financial Report and Performance Statement demonstrates that Council is currently in a financially sustainable position. Amongst other positive indicators this includes a healthy cash balance and a sustainable level of debt. This position is complimented by Council's 2019-2023 Strategic Resource Plan than demonstrates that this position will be maintained over the medium term. In order to maintain long term financial sustainability within the current 'rate-capped' environment, Council must ensure appropriate investment in asset renewal.
Recognition of long term planning in Council decision making.	Achieved	Council has a 10-year financial plan in place that guides short and medium term decisions within the Annual Budget and Strategic Resource Plan.



Every year, Council holds Citizenship Ceremonies to welcome local residents hailing from around the world and their family members and friends as they celebrate becoming Australian citizens.

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**STRATEGIC OBJECTIVE 4:
DELIVERING GOOD GOVERNANCE AND LEADERSHIP**



The following statement reviews the progress of Council in relation to major initiatives identified in the 2019-20 Budget for the year.

Major Initiatives	Progress
<p>Governance is the process of decision-making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2018-19 financial year.</p> <p><i>Initiatives:</i></p> <ul style="list-style-type: none"> Continued to refine and enhance Council decision making processes through robust governance framework. Implemented stage 1 of the new <i>Local Government Act, 2020</i> that received royal assent on 24 March 2020. Enhanced commitment to corporate governance activities and practices to ensure compliance strategies are defined and strengthened in accordance with best practice. 	<p>Completed 2019-20 Development of the annual obligations and compliance schedule.</p> <p>Completion of the policy and procedure framework.</p> <p>Review and completion of a number of policies and procedures to update to best practice guidelines.</p>
<p>Golden Plains Civic Centre - Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts, the 2019-20 budget included the construction and completion of Stage 1 of the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. This follows an extensive community engagement and consultation process that was undertaken during 2017-18.</p> <p>This building, the Golden Plains Civic Centre, is one aspect of a broader Civic Precinct planned for the site. This will enable Council to deliver community services from this site for many years to come.</p> <p>Council has made this decision for a number of reasons, including the need to provide more modern and welcoming public areas, improve efficiencies in our operations, and provide improved access and transparency around monthly Council meetings.</p> <p>The existing Shire Hall and Customer Service Centre are more than 120 and 40 years old respectively and present a number of building compliance and safety issues, resulting in increased spending on building maintenance. In addition, the customer service areas are outdated and do not provide privacy for residents to discuss sensitive issues such as planning matters.</p> <p>The redeveloped facility has an increased focus on the availability of dedicated community space within the central building.</p>	<p>Construction of the GPCC started in March 2019 following the awarding of contract to SJ Weir via public tender process.</p> <p>Stage 1 was completed in May 2020, stage 2 will be completed in December 2020 and stage 3 completed in February 2021.</p>

The following statement provides information in relation to the services funded in the 2019-20 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
Communications and Marketing	<p>Clear articulation of Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications.</p> <p>Facilitation of effective communication between Council, residents, community groups, businesses and media.</p> <p>Transformation to digital communications through website, social media and other digitized platforms.</p> <p>Leading Council's community engagement initiatives and plans.</p> <p><i>Initiatives:</i></p> <ul style="list-style-type: none"> Communications and Marketing Strategy implementation Community Engagement Strategy implementation Website development Social Media communications Media relations Marketing and advertising Publications including Golden Plains Gazette Advocacy and Lobbying Community Engagement 	<p>751 (9) 742</p>
Customer Services Centres	<p>Operation of customer service centres to provide bases from which Council can deliver services.</p> <p><i>Initiatives:</i></p> <ul style="list-style-type: none"> Undertake a community satisfaction survey Implement customer service strategy action plan. 	<p>473 (7) 466</p>
Governance	<p>Governance is the process of decision-making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2019-20 financial year.</p> <p><i>Initiatives:</i></p> <ul style="list-style-type: none"> Mayoral & Councillor's allowances Councillors travel, accommodation, meals and other expenses Councillor communications Councillor's conferences and professional development Corporate Memberships Civic ceremonies and memorabilia Independent audit committee members Lobbying of politicians and key players in the local government industry Advocacy on behalf of the community on key government issues. 	<p>754 (9) 745</p>

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DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
Elections	Maintenance of voters' rolls in readiness for 2020 election. <i>Initiatives:</i> • Maintenance of voters' rolls.	11 (3) 8
Meetings	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management. <i>Initiatives:</i> • Prepare for, and conduct, Council meetings, committee meetings, workshops, retreats and other meetings of Council with Management.	46 (0) 46
Corporate Planning	Maintenance of an integrated approach to corporate planning, financial planning, budgeting and resource allocation, and the maintenance and measurement of organisational performance and promotion of cultural change to meet customer service needs. <i>Initiatives:</i> • Provision of sound advice to aid the Council Plan and Strategic Resource Plan processes • Ongoing and systematic analysis of the organisation's activities and strategic direction.	1,683 (31) 1,652
Emergency Management Plan	Maintenance of the Shire's Municipal Emergency Plan in accordance with State legislation and training of emergency management staff. <i>Initiatives:</i> • Maintenance of neighbourhood safer places* • Emergency management meetings* • Promote safer emergency practices by the community* • Emergency management materials • Contribution to Barwon flood warning management.	114 (124) (10)
Risk Management and OH & S	Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations. <i>Initiatives:</i> • Implement MAV WorkCare OTTSMS Plan • Staff flu vaccinations • Implement council's Risk Management Strategy action plan and Occupational Health and Safety plan.	359 (3) 355

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Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
General revenue	Levying of rates and charges, managing and collecting interest on rates, receipt of Victoria Grants Commission general purpose grant, managing investments to maximise interest, and accounting for subdivisions handed to Council. <i>Initiatives:</i> • Lobby Government for extra resources for a developing municipality • Lobby Federal Government in relation to cost shifting and direct funding to Local Government.	3 (28,056) (28,083)
Property and Rating	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties. <i>Initiatives:</i> • Supplementary valuations • Rate notice printing and postage • General revaluation.	575 (280) 295
Corporate Reporting and Budgeting	Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements. <i>Initiatives:</i> • Manage external and internal audit function • Preparation of the Annual Budget • Preparation of the Annual Report • Monthly management reporting • Coordinate asset revaluations as required.	358 (5) 353
Procurement and Contract Management	Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council. <i>Initiatives:</i> • Supplier relationship management • Develop procurement and contract management capacity within council • Ensure compliance with council's procurement policy • Coordination of tenders per council.	496 (5) 491

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Service Area	Description of Services and Initiatives	Expenditure	
		Revenue	Net Cost
Records Management	Effective and efficient recording, maintenance, archival and disposal of Council documents. <i>Initiatives:</i> <ul style="list-style-type: none"> Implement Records Management Strategy Actions: Records Archive Storage Maintenance and storage of historical records and memorabilia for access by Golden Plains Shire residents and researchers at the Geelong Heritage Centre. 	276 (3)	273
Borrowings	Effective management of Council borrowings. <i>Initiatives:</i> <ul style="list-style-type: none"> Evaluate and implement the most efficient method of financing Council's operations in order to achieve Best Value. 	199 (0)	199
Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule. <i>Initiatives:</i> <ul style="list-style-type: none"> Replace/procure key items of plant as identified in the capital program. 	49 (14)	35

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

Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
Governance					
<i>Transparency</i> <i>Council resolutions at meetings closed to the public</i> [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x10	1.44%	1.36%	0.92%	5.31%	Increase largely due to the review of the Bannockburn Children's Service long day care provision and includes other decisions around the Australia Day Awards, CEO review, strategic land acquisition and appointment of Audit & Risk Committee member.
<i>Consultation and engagement</i> <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	48	50	47	49	A Community Engagement Strategy and Action Plan 2016-2020 was developed and formally adopted by Council at the August 2016 Council meeting. Delivery of this strategy is in progress.
<i>Attendance</i> <i>Council attendance at Council meetings</i> [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x100	97.14%	99.05%	96.94%	95.92%	Of a possible 98 meetings (14 meeting x 7 Councillors), Councillors attended 95.
<i>Service cost</i> <i>Cost of governance</i> [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$34,581	\$35,833	\$42,700	\$44,124	Increase in governance service resources to meet increased compliance requirements. This function has also had a change in name.
<i>Satisfaction</i> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	48	51	47	47	Council is committed to improving its community consultation and engagement practices. The new Community Engagement Strategy and Community Engagement Action Plan in 2017 impacted on positive results, and Council continues to connect and engage with residents on all decisions that impact their lives.



The Golden Plains Shire Australia Day event on 28 January 2020 included a celebration of 20 years of Council's award-winning community planning program.

GOVERNANCE, MANAGEMENT & OTHER INFORMATION

The Customer Service Centre at the Well was upgraded, opening in May 2020 with additional operating hours and services.



GOVERNANCE, MANAGEMENT & OTHER INFORMATION

GOVERNANCE

Golden Plains Shire Council is constituted under the Act 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, surveys, committees and reference groups, public forums and the ability to make submissions to Council.

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

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. Council meetings also provide the opportunity for community members to make a submission to speak to an item. For the 2019-20 year, Council held 12 ordinary meetings and 2 special meetings.

MEETINGS OF COUNCIL

Council meetings are held on the fourth Tuesday of each month. Community members are welcome to attend these meetings and observe proceedings from the gallery.

On matters presented to Council for decision, Council meetings provide an opportunity for community members to address the Council in support of their submissions.

For the 2019-20 year, Council held the following meetings:

- 12 Ordinary Council meetings
- 2 Special Council meetings.

The following table provides a summary of Councillor attendance at Ordinary meetings of Council, Special meetings of Council and Special Planning Committee meetings for the 2019-20 financial year.

Councillor	Ordinary Meetings (12 meetings)	Special Meetings (2 meetings)	Total Meetings (14 meetings)
David Evans	12	2	14
Joanne Gilbert	11	2	13
Nathan Hansford	12	1	13
Helena Kirby	12	2	14
Des Phelan	10	2	12
Les Rowe	12	2	14
Owen Sharkey	12	2	14

GOVERNANCE, MANAGEMENT & OTHER INFORMATION

SPECIAL COMMITTEES

The Local Government Act 1989 allows Councils to establish one or more special committees consisting of Councillors, Council staff, other persons or any combination of these persons. The following table contains a list of all Special Committees established by Council that were in operation for all or part of the year and the purpose for which each committee was established.

During the financial year 19-20, there were no Section 86 committees managing Recreation facilities. All former section 86 committees transitioned to Council's new Management model before commencement of the 2018-19 financial year.

A separate committee for planning no longer exists. All Planning related matters are considered within the regular Council meeting cycle.

Special Committee	Purpose
NIL	

CODE OF CONDUCT

The Local Government Act 1989 requires Council to review and approve a Councillor Code of Conduct within 4 months after a general election. On 24 January 2017, Council reviewed the Councillor Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders

- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately. In addition to setting out the Councillor Conduct Principles, the Code also outlines:
- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures.

CONFLICT OF INTEREST

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

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a procedure in place to accommodate the disclosure of a conflict of interest. Declarations of interest is a standard agenda item for all Council meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from exercising a public duty. The minutes of Council meetings record all disclosed conflict of interests. During 2019-20, 2 conflicts of interest were declared at Council meetings.

COUNCILLOR ALLOWANCES

In accordance with Section 74 of the Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is entitled to receive a higher allowance.

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

For the period 1 July 2019 to 30 November 2019, the Councillor annual allowance for a category 1 council (as defined by the Act) was fixed at \$20,541 per annum and the allowance for the Mayor was \$61,623 per annum.

The Minister for Local Government approved an annual adjustment of 2.0 per cent to take effect from 1 December 2019. The annual allowances were adjusted for the period 1 December 2019 to 30 June 2020 at \$20,953 per annum for the Councillor allowance and \$62,856 per annum for the Mayoral allowance. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation is payable in addition to these amounts.



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

Councillor	Allowance
Cr H Kirby	\$20,781
Cr D Phelan	\$20,781
Cr N Hansford	\$20,781
Cr D Evans	\$20,781
Cr O Sharkey (07-11-18 - 30-06-19 Mayor)	\$62,342
Cr J Gilbert	\$20,781
Cr L Rowe	\$20,781

The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 per cent) is payable in addition to these amounts.

AUDIT & RISK COMMITTEE INDEPENDENT MEMBERS SITTING FEE

Independent Member	Sitting Fee
Joseph Adamski	\$2,323
Philip Delahunty	\$2,323
Andrew Pearce	\$4,362

COUNCILLOR EXPENSES

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing duties as a Councillor. Council is 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 to the Mayor and Councillors to enable them to discharge their duties.

Council publishes details of Councillor expenses, including reimbursement of expenses, in its Annual Report. The details of the Councillor expenses for the 2019-20 year are set out in the following table.

Councillor	Travel	Council Car expenses	Child Care	Information & Communications	Conferences & Training	Total \$
Cr Des Phelan	-	-	-	1,051	-	1,051
Cr Helena Kirby	-	-	-	537	50	588
Cr David Evans	-	-	-	446	110	556
Cr Joanne Gilbert	400	-	-	192	1,209	1,802
Cr Nathan Hansford	-	-	-	182	243	425
Cr Les Rowe	-	-	-	162	-	162
Cr Owen Sharkey (Mayor)	829	4,058	-	260	2,258	7405

The following expenses were paid to Independent Members of the Audit & Risk Committee:

Independent Member	Travel	Car Mileage	Information & Communications	Conferences & Training	Total \$
Andrew Pearce	-	330	-	-	330
Joseph Adamski	-	119	-	-	119
Philip Delahunty	-	231	-	-	231



GOVERNANCE, MANAGEMENT & OTHER INFORMATION

INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The function is provided by an external provider. A risk based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit and Risk Committee.

The Internal Auditor generally attends all Audit and Risk Committee meetings to report on the status of the SIAP, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked accordingly. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Audit and Risk Committee. Quality assurance is measured through annual client satisfaction surveys, the annual Audit and Risk Committee self-assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

The SIAP for 2019–20 was completed with the following reviews conducted:

- Tree Management
- Review of Actions completed on previous audits
- Payroll

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. For the 2019-20 year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by McLaren Hunt, an Audit Service Provider appointed by the Victorian Auditor-General. The external auditors generally attend the February, May and September Audit and Risk Committee meetings to present the annual audit plan, interim management letter and Independent Audit Report respectfully. The final external audit management letter and responses are also provided to the Audit and Risk Committee.

RISK MANAGEMENT

Risk management is critical to the achievement of the Council Plan's strategic objectives. Prudent decision-making regarding the use of Council's human, financial and physical resources is vital to attaining

Council's vision of offering a lifestyle and opportunities that foster social and economic wellbeing. By fostering a risk management ethos, Council seeks to minimise resource waste by applying robust risk management practices.

Council reviews the Risk Management Strategy and Action Plan annually. The Strategy focuses on the following strategic objectives:

- Occupational health and safety;
- Emergency control;
- Business continuity;
- Public liability;
- Asset security;
- Professional indemnity;
- Fraud prevention; and
- Risk management at facilities controlled by Section 86 Committees of Council.

The Action Plan provides a program of activities which address known issues arising in these eight strategic objective areas.



MANAGEMENT

Council has implemented a number of statutory and better practice items to strengthen its management framework.

Having 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 on page 104. The following items have been highlighted as important components of the management framework.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. The Audit and Risk Committee consists of three independent members, Mr Andrew Pearce (Chair), Mr Joe Adamski, Mr Philip Delahunty and two Councillors. Independent members are appointed for a maximum four-year term, with a maximum of two terms.

The Audit and Risk Committee meets a minimum of four times a year. The Chief Executive Officer, Director Corporate Services, Director Infrastructure and Development, Director Community Services, Manager Finance and Manager People and Culture attend all Audit and Risk Committee meetings. Council's Internal Auditors attend as required to present reports. The external auditors generally attend in February, May and September each year to present the audit plan, interim management letter and independent audit report respectfully.

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

GOVERNANCE, MANAGEMENT & OTHER INFORMATION

GOVERNANCE AND MANAGEMENT CHECKLIST

Golden Plains Shire Council is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community.

Governance and Management Items	Assessment	
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 1 July 2016	<input checked="" type="checkbox"/>
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: December 2010	<input checked="" type="checkbox"/>
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 25 June 2019	<input checked="" type="checkbox"/>
4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 25 June 2019	<input checked="" type="checkbox"/>
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years) Status report - 20	Plans Date of operation of current plans: Asset Management Policy 2018 Asset Management Steering Committee 2019 Asset Management Strategy 2019-21 Bridges & Culverts Asset Management Plan 2019 Buildings 2010 Road Management Plan 2017 Roads & Carparks Asset Management Plan 2019 Unsealed Road Grading Maintenance Charter 2019	<input checked="" type="checkbox"/>
6. Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 28 March 2017	<input checked="" type="checkbox"/>
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: Risk Management Internal Policy 19 November 2014 Risk Management Strategy and Action Plan 16 May 2018	<input checked="" type="checkbox"/>
8. Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 29 November 2016	<input checked="" type="checkbox"/>
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 22 May 2018	<input checked="" type="checkbox"/>

GOVERNANCE, MANAGEMENT & OTHER INFORMATION

Governance and Management Items	Assessment	
10. Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 22 May 2018	<input checked="" type="checkbox"/>
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 approval: March 2017	<input checked="" type="checkbox"/>
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of preparation: March 2017	<input checked="" type="checkbox"/>
13. Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 27 July 2017	<input checked="" type="checkbox"/>
14. Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 27 February 1997	<input checked="" type="checkbox"/>
15. Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2012	<input checked="" type="checkbox"/>
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2014	<input checked="" type="checkbox"/>
17. Council Plan reporting (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports presented to Council Date reports presented: Council Plan: 24 July 2018, 23 October 2018, 22 January 2019 and 23 April 2019 Strategic Indicators presented: 12 February 2019	<input checked="" type="checkbox"/>
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 23 October 2018, 27 November 2018, 26 February 2019 and 28 May 2019	<input checked="" type="checkbox"/>
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date Reports Presented: 12 September 2017, 14 November 2017, 13 February 2018, 5 June 2018	<input checked="" type="checkbox"/>

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Governance and Management Items	Assessment
20. Performance reporting (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Reports Date of Reports - 12 February 2019 <input checked="" type="checkbox"/>
21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 23 October 2018 <input checked="" type="checkbox"/>
22. Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 24 January 2017 <input checked="" type="checkbox"/>
23. Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: Council to CEO 28 March 2017 Council to Staff 25 July 2017, 26 September 2017, 27 February 2018, 24 April 2018 CEO to Council Staff 1 August 2017, 1 September 2017, 1 March 2018 <input checked="" type="checkbox"/>
24. Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 23 April 2019 <input checked="" type="checkbox"/>

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



Eric Braslis
Chief Executive Officer
Dated: 8 September 2020



Cr Owen Sharkey
Mayor
Dated: 8 September 2020

STATUTORY INFORMATION

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with regulation 12 of the Local Government (General) Regulations 2015, the following prescribed documents are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 2 Pope Street, Bannockburn:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by a Councillor or any member of Council staff in the previous 12 months
- agendas for and minutes of Ordinary and Special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of Special Committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act

- a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

BEST VALUE

In accordance with section 208B of the *Local Government Act 1989* (as amended), Council is to comply with the six Best Value principles and to report to the community at least once a year on how this has been achieved.

The principles relate to:

- Quality and cost standards
- Responsiveness to community needs
- Accessibility
- Continuous improvement
- Community consultation
- Reporting to the community

Golden Plains Shire Council has embraced all of these principles by incorporating them into its management planning process to ensure it provides the services that best reflect the needs of the community.

Council's commitment is demonstrated through various initiatives including:

- Service reviews and briefings to Council
- Enhanced community consultation, listening posts, online feedback
- A Council Plan which is reflective of the community's need
- Community Satisfaction surveys
- Community planning framework
- Supporting local and regional procurement practices
- Collaboration with other Councils and various agencies

CARERS RECOGNITION

- The *Carer's Recognition Act 2012* formally acknowledges the important contribution that people in care relationships make to our community and recognises, promotes and values the role of people in care relationships.
- As a care support organisation, Golden Plains Shire Council considers the care relationship principles when developing and implementing policies, programs and services that affect people in care relationships.
- Golden Plains Shire Council values the active participation and contribution of all carers. Carers are specifically involved in individual care planning development, monitoring and review.
- Carers continue to play an active role, formally and informally as they connect with the activities of the Social Support programs.
- Respite services provide flexible and responsive support for carers, recognising the value of their caring role.



GOVERNANCE, MANAGEMENT & OTHER INFORMATION

CONTRACTS

During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

DISABILITY ACTION PLAN

The Golden Plains Shire Access and Inclusion Plan 2016-2019 expresses Council's strategic direction to improving access and inclusion needs of people with a disability and is planning for the provision of services, programs and infrastructure to meet the needs of a diverse and changing population over the coming decades and create an age-friendly, inclusive municipality.

In line with this, Council has adopted an integrated approach to developing its Active Ageing and Inclusion Plan 2020-2024 - In Draft by combining the principles of active ageing, as well as disability access and inclusion, into planning for services, programs and infrastructure. The Plan builds on the work undertaken previously in the Access and Inclusion Plan 2016-2019.

The Golden Plains Active Ageing and Inclusion Plan 2020-2024 seeks to improve the overall quality of life for people living, working and visiting the Shire, by removing barriers which directly or indirectly discriminate against people with a disability and ageing.

It is envisaged the plan will:

- Build a stronger, more vibrant community through increased participation of people with a disability and ageing, in community life.
- Demonstrate Council's leadership in the areas of access, inclusion and equality.
- Ensure facilities and services provided by Council are accessible, equitable and inclusive.
- Embrace diversity and culture.
- Value the rich social and economic contributions people with a disability and older people make to families and communities.
- Support independence, well-being and quality of life for all people as they age.

Council has continued to successfully implement the plan with some key activities including:

- The ongoing support and resourcing of Golden Plains Shire Active Ageing and Inclusion Advisory Group.
- Adopted an integrated approach to developing the 'Active Ageing and Inclusion Plan 2020-2024-Draft' by combining the principles of 'active ageing' and 'disability access and inclusion' into planning for services, programs and infrastructure.
- Developed in partnership with the Active Ageing and Advisory Group a Disability, Access, Ageing and Inclusion Network to advocate and explore prospects for community members, to increase opportunities for inclusion for people with disabilities and ageing in their local communities.
- Installed accessible street furniture in Bannockburn to support wheelchair accessibility and inclusion.

- Council staff have undertaken Dementia Friendly training and development to support Dementia Friendly Communities.
- Increased economic participation through volunteer ship at Council.
- Development of an Easy English version of the Council Plan 2017-2021.
- 'Read Speaker' function on website (screen reader (text to voice) for people who have low vision).
- Advocacy to increase accessibility and inclusiveness of Bannockburn Heart Play Space.
- Commence Installment of an accessible bathroom in the new Civic Centre for community access.

DOMESTIC ANIMAL MANAGEMENT PLAN (2017-2021)

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at every four years and evaluate its implementation in the Annual Report. The current plan was updated in November 2017 in line with State Government requirements. A new plan is set to be developed in Mid 2021 for the upcoming four years.

Council adopted the current Domestic Animal Management Plan in 2017. The plan was developed through consultation with Council's Animal Management Team and surveys with the community.

Since inception, Council has reviewed and monitored its operations on a yearly basis in line with the key objectives of the plan:

- To increase the enjoyment people receive from their pets
- To reduce the incidence of problems within the community related to pets being a nuisance or causing problems or injury to people or other animals
- To contribute to improving the health and wellbeing of pets.

A number of actions, as outlined in the plan, have been undertaken based around educational and promotional activities, in addition to general enforcement and compliance. These have included, but are not limited to targeted township registration checks, domestic animal business audits, investigation of prevention to cruelty of animal matters, prosecution of serious dog attacks matters, maintenance and audit of the declared dog register, and targeted feral cat removal in peri-urban/rural areas.

Since the commencement of the plan, animal registration has grown from 6,102 animals to 7789 animals, a 29.3% increase. There are a large number (1100) that were not renewed for the 2020 period which COVID-19 has had a factor.

During 2019-20, the total number of animals impounded by Council Officers or delivered to animal shelters by residents has reduced by 19% to 162 animals. Reclaiming of impounded animals grew from 22% last year to 35% this year.

Council forwarded 65 unpaid animal management infringements to Fines Victoria.

Council also ran a cat desexing program where unregistered cats were offered desexing, microchipping at a heavily discounted rate that included free registration for one year at our local veterinary clinics. Unfortunately this was introduced at the beginning of COVID-19 and was not taken up by many residents.

FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report.

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

