



Yarriambiack
SHIRE COUNCIL



ANNUAL REPORT

2020/21

providing a viable, sustainable and vibrant future

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INTRODUCTION

Welcome to the Report of Operations 2020/21.

Council is committed to transparent reporting and accountability to the community and the Annual Report 2020/21 is the primary means of advising the Yarriambiack Shire community about Council's operations and performance during the financial year.

SNAPSHOT OF YARRIAMBIACK SHIRE COUNCIL

Yarriambiack Shire Council is situated in north-western Victoria, in the heart of the State's wheat belt. The population is concentrated in a number of small towns which service the surrounding broad hectare farming properties.

Our primary centres are Warracknabeal, Murtoa, and Hopetoun. Smaller communities include Minyip, Rupanyup, Beulah, Woomelang, Lascelles, Lubeck, Patchewollock, Speed, Tempy, Brim, Yaaapeet, Sheep Hills, Rosebery, Lah and Turriff.

Yarriambiack Shire is the heartland of grain production and handling in the Wimmera and Mallee. The main industry is agriculture which accounts for almost half the workforce.

Yarriambiack Shire Council offers a relaxed atmosphere, affordable housing options, a safe and healthy family environment and easy access to public land, lakes and recreational activities.

What makes our Municipality a true community, beyond the Yarriambiack Creek, parks, buildings and lakes, is the people who call this place their home.

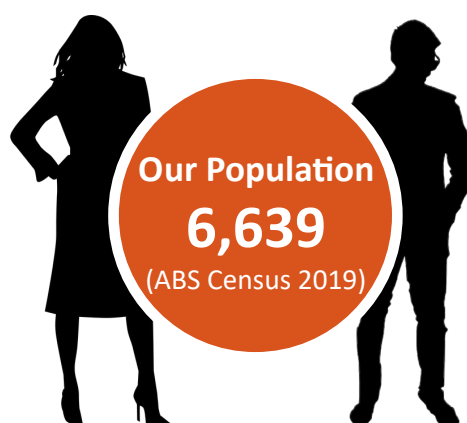
Our Municipality is such a vibrant, special place involving everyone from all families and their children, students and business owners, the 'born and bred' and the newly arrived.

Council administration is based in the township of Warracknabeal, and a Council service centre also operates from the township of Hopetoun, administered by Gateway BEET.

Excellent educational facilities are available in Yarriambiack Shire, including early learning centres, kindergartens, primary schools, secondary schools and a special developmental school. Information centres, a 'static' library and a mobile library that travels the district are also available.

Recreational activities are available in abundance in our shire giving community members and visitors wonderful opportunities to experience new activities. Most townships in the shire have their own sporting facilities, such as football ovals and netball/tennis courts. Hopetoun, Warracknabeal and Murtoa also have skate parks.

Tourism is ever growing throughout our shire. We are located immediately to the east of some of Victoria's main eco-tourist attractions, including the Big Desert, Wyperfeld National Park, Lake Hindmarsh, Lake Albacutya and the Little Desert. In recent years, The Silo Art Trail has become Australia's largest outdoor gallery. The trail stretches over 200 kilometres, linking Brim with neighbouring towns Lascelles, Patchewollock, Rosebery, Rupanyup and Sheep Hills.



Overview

QUICK STATS 2020/21

figures as of 30 June 2021



Tourism

- Approximately 93,075 visitors to the Silo Art Trail
- 30,954 Likes & 32,307 Followers - Silo Art Trail Facebook page
- 2,422 Likes & 2,488 Followers - Yarriambiack Tourism Facebook page
- 10,000 Instagram Followers Silo Art Trail
- 1,011 Likes & 1,096 Followers - Yarriambiack Shire Council Facebook page



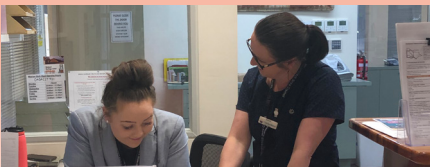
Roads

- 52.09 kilometres of roads re-sheeting completed
- 550 square metres of footpaths replaced
- 12.19 kilometres of sealed road rehabilitation



Community Care

- 16,691 meals delivered
- 1,274 hours of personal care delivered
- 6,441 hours of domestic assistance delivered
- 57 clients received home modifications
- 298 hours of respite care delivered
- 108 hours of individual Social Support delivered



Customer Service

- Approximately 50 incoming calls per day
- 7,255 rates notices issued
- \$11,192,501.62 rate revenue collected
- 82 phone enquires for information packs about Yarriambiack Shire Council region and Silo art.



Youth

- 10 Youth Action Council Meetings held
- 3 Youth organised events



Building & Planning

- Planning – 67 Applications – Value \$21,645,773
- Building – 73 Applications – Value \$7,983,062
- 18 median processing days to confirm responsible authority determination for planning permits



Local Laws

- 154 new dogs registered
- 57 new cats registered
- 52 animals rehoused



Other Services

- 1,968 tonnes of recycled and general waste collected
- 735 active library borrowers to Council's Library in Warracknabeal
- 6 food complaints received
- \$55,018.61 provided to 26 groups through the Community Grants SHARE Program



Maternal Child Health

- 68 babies born
- 852 vaccinations were administered through Council's 0-5 year old immunisation program
- 24 families experienced the birth of their first baby
- 662 key ages and stages consultations completed.

Our Vision

In consultation with our community, Yarriambiack Shire Council aims to provide a viable, sustainable and vibrant future.

Our Mission

Through strong leadership, transparency and strategic planning Councillors and Staff in partnership with community will achieve our vision.

Our Values

ICARE VALUES:

Integrity

- Make decisions lawfully, fairly, impartially, and in the public interest.
- We are honest, trustworthy, reliable, transparent and accountable in our dealings.
- Keep our customers informed, in plain language, about the process and outcome.

Community Focus

- Lead and develop leadership within our community.
- Constantly strive to improve our services.
- Forge closer relationships with customers.

Accountability

- We are careful, conscientious and diligent.
- Use public resources economically and efficiently.
- Investigate matters thoroughly and objectively.

Respect

- Treat people fairly, with respect and have proper regard for their rights.
- Treat our customers with courtesy and respect.

Excellence

- Actively pursue positive outcomes for the community.
- Investigate matters thoroughly and objectively.

Continuous Improvement

We drive continuous and sustainable improvement in service provision, operational efficiency and stakeholder relations to create a leading organisation.



New playground at Patchewollock

Year in Review

Message from the Mayor

As Yarriambiack Shire Mayor it is with much honour and pride that I present the introduction to the Annual Report for 2020-2021. I have once again enjoyed my year as Mayor and leader of a Council that has worked co-operatively to represent the residents of Yarriambiack Shire.

The Victorian Local Government Act 2020 requires the Mayor to present the Annual Report in a meeting open to the public within four months of the end of the financial year. The Annual Report is an important document that provides a transparent record of the Shire Council's performance in addressing the strategic objectives that are set out in the Council Plan. The report ensures that all individuals, groups and organisations are kept informed of Council's decision-making processes during the last financial year.

A new Council was elected in October 2020 and in the ensuing months we have conducted an extensive community engagement program to develop a ten-year community vision. Many of the ideas and information put forward during these consultations have since been collated and incorporated into the Council Plan for 2021-2025. I thank our communities for their support, advice and suggestions during this process.

I am pleased to be able to highlight a number of achievements. Our IT transformation to upgrade hardware and software has met with state-wide success as Council won the 2021 MAV Digital Leadership Achievement of the Year. We have continued our pursuit of Federal and State funding to finance projects in many towns. Among the new projects is the redevelopment of the Hopetoun Powerhouse building to create a venue for an artist in residence. Grants were obtained to upgrade our 14 halls and significant finance was obtained to develop netball and tennis facilities at Beulah, Brim and Rupanyup. We have successfully delivered a transformed library service through Yarriambiack Libraries with an increased borrowing rate from 9% to 14% and our first year of 3-year-old kinder reported nearly 100% of eligible children had participated. All our achievements are elaborated on in more detail throughout the Annual Report.

The coronavirus pandemic has persisted into 2021. This continued to place heavy restrictions on how our staff operate and has impacted the delivery of our services and community activities. Once again most annual events had to be cancelled and sporting competitions were greatly interrupted. Council obtained CASI funding to assist community groups to bring their members together in the days when we were not in lockdown. Support has also been given to local businesses to help them transition to an environment when not as many restrictions are placed on their ability to trade.

I sincerely thank our Chief Executive Officer, Jessie Holmes, and her staff for their conscientious dedication to their respective responsibilities. At all times they have been willing to assist Councillors with any concerns or issues they brought forward.

I thank my fellow Councillors for their co-operation in all matters. Their role in representing ratepayers has been carried out thoughtfully and diligently.

I believe that this report endorses the sound framework of the current Council Plan. It paints a picture of a Council that understands that its purpose is to serve its community.



A handwritten signature in black ink, appearing to read 'Graeme Massey'.

CR GRAEME MASSEY

Highlights of the Year

The Council Plan 2017-2021 guides the work of Council in providing services and projects for the community. The plan is set out in five strategic objectives and what follows is a summary of achievements under those five key areas.

STRATEGIC OBJECTIVE 1

Good Governance

- Good Governance through leadership.
- Organisation Risk.
- Professional and skilled staff in a safe and supportive environment.
- Sustainable, long term financial management.
- Effective Community Engagement & Participation.

2020/21 achievements:

- Won the MAV Technology - Digital Leadership Achievement of the Year: ICT Business Transformation
- Won the MAV Technology - Victorian Achievement of the Year: ICT Business Transformation
- Adopted Council's revised Strategic Risks in May 2021
- Reduced Audit actions by 40%
- Adopted Community Engagement Policy

STRATEGIC OBJECTIVE 2

A place to live & Grow

- Assets and facilities.
- Attractive streetscapes, town entrances, parks and gardens.
- Community services that are accessible and responsive to the community's needs.
- Community facilities that are developed and maintained.
- Advocacy for regional living.

2020/21 achievements:

- Attracted over 3 million dollars worth of Sport and Recreation funding.
- New outdoor street furniture installed across all 14 communities.
- Successful rollout of three year old kinder across 6 early years sites.

STRATEGIC OBJECTIVE 3

A safe and active community and sustainable environment

- Assist Communities to develop and prosper.
- Community safety.
- Protected and enhanced natural environment.

2020/21 achievements:

- Delivered the Rupanyup Integrated water management project in consultation with the Wimmera CMA.
- Received funding from DELWP to implement the Flood Management Plans across Yarriambiack.
- Partnered with the Yarriambiack Landcare organisations to plant over 5,000 trees.

STRATEGIC OBJECTIVE 4

A planned future

- Economic growth within the municipality.
- A strong and diverse local economy.
- Long term asset management.

2020/21 achievements:

- Attracted over two million dollars for tourism projects including increased accommodation and Artist experiences.
- Assisted with Covid business support including supply of outdoor furniture and waiving of health registration fees.
- Undertook significant photographic imagery of our sealed and gravel network for disaster funding preparedness.

STRATEGIC OBJECTIVE 5

Health & Wellbeing

- Physical activity.
- Healthy eating.
- Family Violence & Gender Equality.

2020/21 achievements:

- Employed a dedicated Sport and Recreation Officer.
- Implemented the Gender Equity Assessment for all new and renewed services, policies and assets.
- Partnered with Health Promotion from our health services to deliver improved Early Years outcomes through By 5.



Outdoor crew member Marc, planting trees in Murtoa as part of the streetscape program.

Financial Summary

Council's financial position continues to remain sound

Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this report.

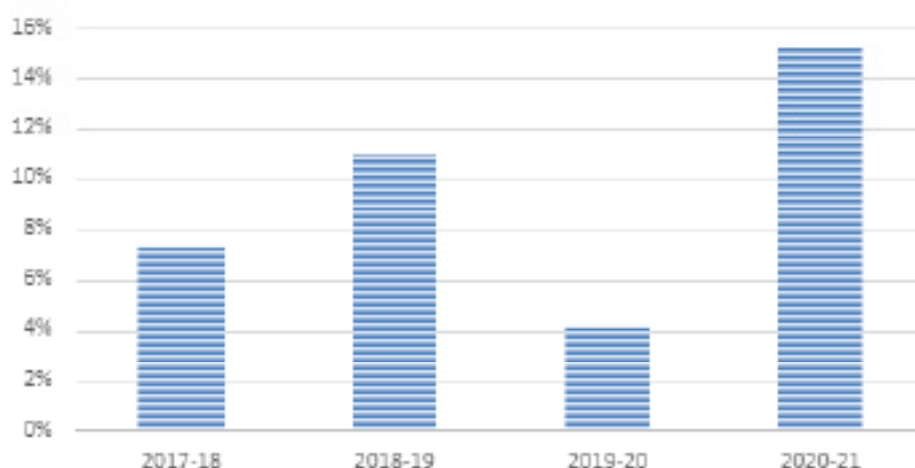
The following is a snapshot of Council's 2020/2021 financial position:

TOTAL REVENUE	\$ 29.882 million
TOTAL EXPENDITURE	\$ 25.350 million
SURPLUS	\$ 4.532 million
TOTAL ASSETS	\$ 164.889 million
TOTAL LIABILITIES	\$ 12.210 million
EQUITY	\$ 152.678 million
NET CASH FROM OPERATING ACTIVITIES	\$ 15.933 million

Operating Position

Council achieved a surplus of \$4.532 million in 2020/21. The surplus has increased on the prior year surplus of \$2.671 million. As per the Comprehensive Income Statement in the Financial Report, the variance is mainly due to an increase in the number of grants that were received for Council and community projects.

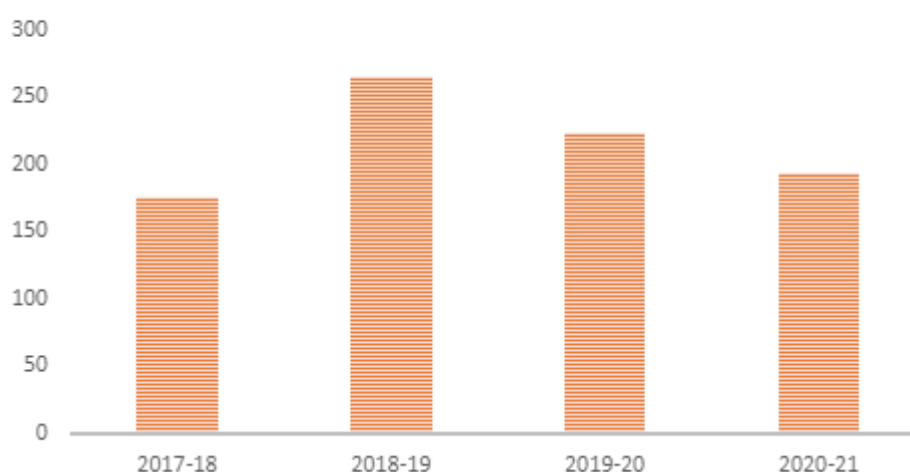
OPERATING POSITION



Liquidity

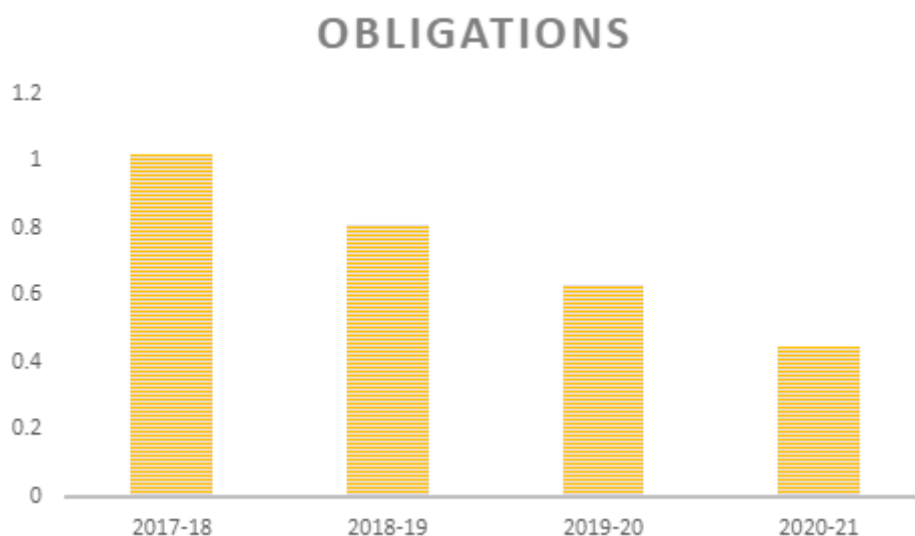
While cash has increased by \$5.351 million, current liabilities have also increased by \$5.125 million mainly due to an increase in unexpended grants of \$4.981 million. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 182% is an indicator of a satisfactory financial position and is in the expected target band of 100% to 300%.

LIQUIDITY



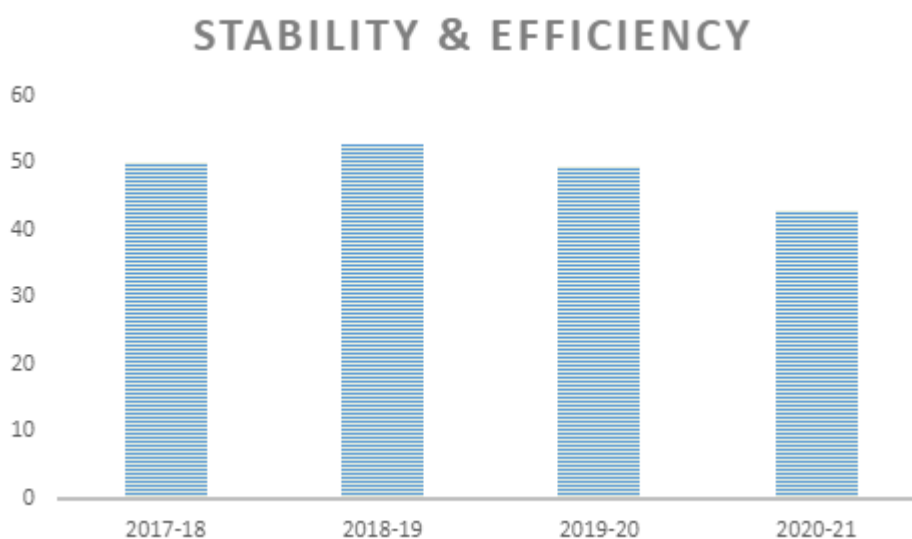
Obligations

Council aims to ensure that it can maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$6.883 million in renewal works during the 2020/21 year. This was funded from operations and cash reserves. At the end of the 2020/21 year Council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 0.45% which was within the expected target band of 0% - 10%.



Stability and Efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, Council's rates concentration, which compares rate revenue to adjusted underlying revenue was 42.99% for the 2020/21 year which is within the expected target band of 40% - 80%.



Description of Operations

Yarriambiack Shire Council is responsible for services ranging from roads, family and children's services, economic development, recreation facilities, waste management, open space, libraries, youth and community 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 to further improve services and facilities are described in our Council Plan 2017/2021 and the associated Budget 2020/21 and reported on this document.

The delivery of services and facilities are described in our Council Plan Strategic Objectives is measured by a set of service performance indicators and measures.



MAJOR CAPITAL WORKS

The 2020/21 capital works year delivered an exceptional capital works program compared to recent years for Yarriambiack Shire with capital works expenditure totalling over \$7,407 million.

The major capital works included the following:

Buildings

- Hopetoun Power House Accommodation section one completed.
- Warracknabeal Town Hall Refurbishment
- Heritage Halls refurbishment at Sheep Hills, Hopetoun, Warracknabeal and Brim
- Warracknabeal Leisure Centre Upgrade
- Supporting the community to deliver the Rupanyup ERup project
- Warracknabeal Live Stock Exchange ramp replacement
- Warracknabeal Transfer station shed extension

Roads, bridges and footpaths

- 35 gravel renewal re-sheets throughout the shire
- 8 major construction work projects were completed throughout the shire as part of the renewal program
- 16 shoulder re-sheet jobs completed throughout the shire
- Urban construction works were completed with three projects in Minyip and a new sealed parking area in front of the Warracknabeal cemetery
- 2 footpaths were constructed, one in Hopetoun & one in Murtoa
- Replacement of a major culvert on the Minyip Banyena Road
- Council resealed 42 roads as part of the 2020-21 Capital Works Program.

Parks and open spaces

- Replacement of playground equipment at Patchewollock Recreation Reserve
- Tempy Recreation Reserve shade sails and cricket pitch upgrade

Community Satisfaction

2021 Community Satisfaction Survey

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

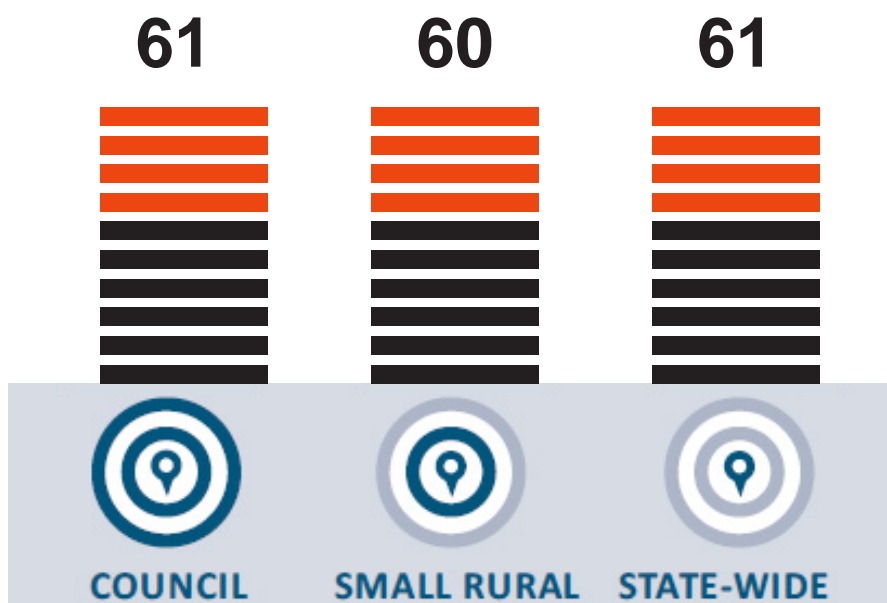
YARRIAMBIACK CORE PERFORMANCE

Council's overall performance is rated in line with the average rating for councils in the Small Rural group and State-wide (60 and 61 respectively).

- The exception is Hopetoun residents (down one point), who are especially unhappy in most areas this year, a departure from past years when they have been some of Council's most satisfied.

- Residents aged 65 years and over are particularly pleased (66) rating overall performance significantly higher than the average. Conversely, ratings among 50 to 64 year olds and Hopetoun residents are significantly lower (index score of 55 for each).

- Over a third (37%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good', compared to 22% who rate it as 'very poor' or 'poor'. A further 37% rate Council as 'average' here.



OVERALL COUNCIL PERFORMANCE

Results Shown are Index Scores Out of 100

Services	Yarrambiack 2021	Yarrambiack 2020	Small Rural 2021	State-wide 2021	Highest score	Lowest score
Overall Performance	61	56	60	61	Aged 65+ years	Hopetoun residents, Aged 50-64 years
Overall council direction	54	53	53	53	Aged 65+ years, Warracknabeal residents	Aged 18-34 years
Customer service	75	73	69	70	Aged 18-34 years, Aged 65+ years	Aged 35-64 years
Consultation & engagement	62	59	56	56	Dunmunkle residents	Hopetoun residents
Lobbying	58	58	55	55	Aged 65+ years	Aged 18-34 years
Community decisions	61	58	56	56	Warracknabeal residents	Hopetoun residents
Business/Community Development/Tourism	62	-	62	61	Dunmunkle residents	Warracknabeal residents
Sealed local roads	39	40	53	57	Dunmunkle residents, Aged 65+ years	Aged 50-64 years

Contributions & Memberships

PROJECT	AMOUNT \$	PROJECT	AMOUNT \$
CONTRIBUTIONS			
Mallee Machinery Field Days	\$1,300.00	Warracknabeal Anglican Church (SG)	\$ 909.09
Murtoa Stick Shed (SG)	\$1,135.00	Yaapeet Community Club Inc (CASI)	\$ 2,000.00
Hopetoun & District Historical Society Inc. (SG)	\$3,000.00	Murtoa Progress Association - Murtoa Events (CASI)	\$ 4,090.91
Hopetoun Gun Club Inc (SG)	\$3,000.00	Shared Learning & Activities Murtoa Inc (CASI)	\$ 863.64
Woomelang & District Bush Nursing (SG)	\$ 909.09	Rupanyup Primary School Parents Club (CASI)	\$ 1,818.18
Woomelang & District Bush Nursing (SG)	\$2,727.27	Hopetoun & District Neighbourhood House (CASI)	\$ 5,000.00
DJ & JA Grigg (SG)	\$2,000.00	Warracknabeal Ladies Probus Club (CASI)	\$ 1,980.00
Hopetoun Golf Club (SG)	\$2,727.27	Rupanyup Senior Citizens (CASI)	\$ 2,850.00
Rupanyup Bowls Club (SG)	\$3,000.00	Minyip Show & Shine (SG)	\$ 1,000.00
Minyip Murtoa Football & Netball Club (SG)	\$2,727.27	Hopetoun & District Neighbourhood House (SG)	\$ 2,727.27
Minyip Golf Club Inc (SG)	\$2,750.00	Warracknabeal Action Group (CASI)	\$ 3,000.00
Lake Marma Committee of Management (SG)	\$2,700.00	Woomelang Senior Citizens (CASI)	\$ 1,000.00
Rupanyup Major Events Committee (CSG)	\$4,400.00	Active Farmers Ltd (CASI)	\$ 2,081.82
Rotary Club of Warracknabeal (CSG)	\$4,400.00	Patchewollock Progress Association (CASI)	\$ 1,800.00
Minyip Lions Club (CSG)	\$4,400.00		<u>\$163,771.97</u>
Wallup Ag Group (CSG)	\$4,400.00		
Murtoa Progress Association (CSG)	\$4,400.00	Warracknabeal Town Hall Committee (AC)	\$ 657.01
Minyip Meats (SG)	\$ 909.09	Beulah Memorial Hall (AC)	\$ 3,040.63
Rupanyup Consultative Committee (SG)	\$2,450.00	Sheep Hills Mechanics Institute (AC)	\$ 657.01
Anzac Park Trustees (SG)	\$2,727.27	Minyip Memorial Hall (AC)	\$ 4,061.50
Beulah Business & Information Centre (SG)	\$1,529.09	Boolite Public Hall & Recreation Reserve (AC)	\$ 1,294.30
Yaapeet Community Club Inc (SG)	\$3,000.00	Patchewollock Memorial Hall (AC)	\$ 4,467.65
Warracknabeal Golf Bowls Club (SG)	\$1,818.18	Lubeck Memorial Public Hall Inc (AC)	\$ 3,040.63
Rupanyup Major Events Committee (SG)	\$3,000.00	Woomelang Memorial Hall (AC)	\$ 6,039.21
Warrack Hot Bread (SG)	\$1,818.18	Rupanyup Public Memorial Hall (AC)	\$ 4,300.77
Dianne Marchment & Associates (SG)	\$1,818.18	Murtoa Mechanics Hall (AC)	\$ 4,467.65
Brim Kellalac Sheep Hills Cricket Club (SG)	\$ 727.27	Wallup Hall Committee (AC)	\$ 1,939.48
Warracknabeal Fire Brigade (SG)	\$ 909.09	Hopetoun Memorial Hall (AC)	\$ 657.01
Hopetoun Lake Lascelles/Corrong (CASI)	\$5,000.00	Aubrey Public Hall (AC)	\$ 1,256.61
1st Warracknabeal Cub Scout (CASI)	\$4,272.73	Tempy Memorial Hall (AC)	\$ 597.28
Murtoa Mechanics Hall (CASI)	\$4,800.00		<u>\$ 36,476.74</u>
Murtoa Progress Association (CASI)	\$1,090.91		
Brim Memorial Bowling Club (CASI)	\$1,550.00	Beulah Business & Information Centre (AAF)	\$ 1,251.44
Gateway BEET Inc (CASI)	\$5,000.00	Warracknabeal Action Group (AAF)	\$ 1,251.44
Beulah Memorial Hall (CASI)	\$2,600.00	Murtoa Progress Association (AAF)	\$ 1,251.44
Minyip Historical Society Inc (CASI)	\$1,000.00	Rupanyup Consultative Committee (AAF)	\$ 1,251.44
Woomelang CWA (CASI)	\$ 909.09	Gateway BEET Inc (AAF)	\$ 1,251.44
Hopetoun Golf Club (CASI)	\$4,117.00	Brim Active Community Group (AAF)	\$ 1,251.44
Southern Mallee Giants Cricket Club (CASI)	\$5,000.00	Minyip Progress Association (AAF)	\$ 1,251.44
Warracknabeal & District Band (CASI)	\$4,545.45	Woomelang & District Development Association (AAF)	\$ 1,251.44
Murtoa & District Historical Society (CASI)	\$3,670.00	Yaapeet Community Club Inc (AAF)	\$ 1,251.44
Minyip Historical Society Inc (SG)	\$3,000.00	Lascelles Progress Association (AAF)	\$ 1,251.44
Rupanyup Community Garden (CASI)	\$1,000.00		<u>\$ 12,514.41</u>
Shared Learning & Activities Murtoa Inc - Murtoa & District Neighbourhood House (CASI)	\$4,090.91		
Minyip Lions Club (CASI)	\$5,000.00		
Shared Learning & Activities Murtoa Inc - Dunmunkle Rupanyup (CASI)	\$ 795.45		
West Wimmera Health Service (CASI)	\$4,527.27		

Contributions & Memberships

PROJECT	AMOUNT \$
Beulah Park Trustees Committee (AC)	\$ 9,300.36
Minyip Recreation Reserve Committee (AC)	\$ 12,721.44
Hopetoun Recreation Reserve (AC)	\$ 21,467.94
Speed Recreation Reserve (AC)	\$ 3,349.68
Anzac Park Trustees (AC)	\$ 56,328.00
Woomelang Recreation Reserve (AC)	\$ 3,203.82
Lubeck Recreation Reserve (AC)	\$ 3,349.68
Murtoa Showyards Reserve Inc (AC)	\$ 18,791.46
Yaapeet Community Club Inc - Recreation Reserve (AC)	\$ 3,349.68
Patchewollock Recreation Reserve (AC)	\$ 3,349.68
Brim Recreation Reserve Trustees (AC)	\$ 9,204.48
Rupanyup Recreation Reserve (AC)	\$ 18,890.40
Tempy Memorial Park (AC)	\$ 8,360.94
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	\$171,667.56
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Lake Lascelles/Corrong Committee of Management (AC)	\$ 11,710.48
Brim Lions Club (AWPC)	\$ 5,855.25
Lake Marma Committee of Management (AWPC)	\$ 6,552.30
Beulah Public Purpose Reserve Committee of Management (AWPC)	\$ 4,739.96
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	\$ 28,857.99
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Hopetoun Swimming Pool (AC)	\$ 33,216.00
Warracknabeal Memorial Swimming Pool (AC)	\$ 72,680.00
Woomelang Swimming Pool (AC)	\$ 20,720.91
Minyip Swimming Pool Inc (AC)	\$ 26,551.00
Tempy Swimming Pool (AC)	\$ 8,746.00
Rupanyup Swimming Pool (AC)	\$ 22,166.00
Rupanyup Swimming Pool (AC)	\$ 10,840.00
Murtoa Swimming Pool Inc (AC)	\$ 38,306.20
Beulah Swimming Pool (AC)	\$ 24,381.64
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	\$257,607.75
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MEMBERSHIPS	
Australian Livestock Saleyards	\$ 752.22
Early Learning Association of Australia	\$ 681.82
Keep Australia Beautiful Inc	\$ 454.55
Local Government Professionals	\$ 1,249.09
National Saleyards Quality Assurance Inc	\$ 540.00
North West Municipalities Association	\$ 1,000
Rural Councils Victoria	\$ 3,000
Wimmera Development Association	\$ 58,500
Wimmera Mallee Tourism	\$ 7,106.58
	<hr/>
	\$ 73,284.26
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TOTAL	\$744,180.68



Minyip Progress Association at the opening of their new 24/7 fuel station



New rubbish bins and seating being installed at Beulah in March 2021



New Tennis/Netball Courts being constructed at Rupanyup



Turkey Bottom Lake located at Yaapeet

SG = Share Grant, CSG = Grant money for running a COVID safe Australia Day Event, CASI = Community Activation and Social Isolation Initiative, AC = Annual Contribution, AAF = Administration Assistance Funding, AWPC = Annual Weir Pool Contribution

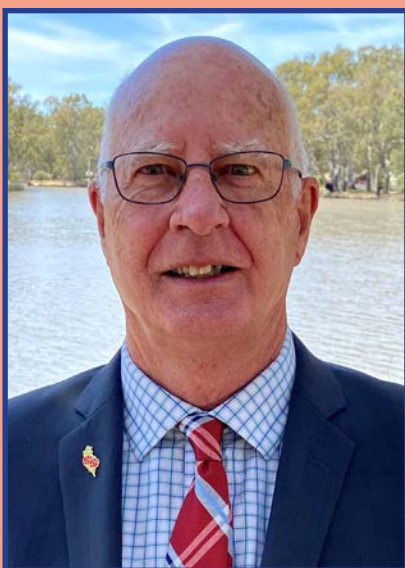
OUR COUNCIL

Our Councillors

The Council was elected to provide leadership and good governance of Yarriambiack Shire and the local community. The seven elected Councillors are the representatives of all residents and ratepayers across the Shire.

They have the responsibility for setting the strategic direction for the Shire, policy development, identifying service standards and monitoring performance across the organisation. The Councillors are listed below:

CR GRAEME MASSEY - MAYOR



WARRACKNABEAL WARD

First elected: 2012

Email: gmasey@yarriambiack.vic.gov.au

Meeting attendance:

Ordinary meetings: 9

Special meetings: 1

Cr Massey provides representation on the following committees:

- Internal Audit and Risk Committee
- Municipal Association of Victoria
- North West Municipalities Association
- Yarriambiack Tourism Association



YARRIAMBIACK SHIRE COUNCIL IS DIVIDED INTO 3 WARDS

HOPETOUN

includes the townships of: Hopetoun, Patchewollock, Beulah, Woomelang, Lascelles, Speed, Yaapect, Tempy, Turriff and Rosebery

WARRACKNABEAL

includes the townships of: Warracknabeal, Brim, Sheep Hills and Lah

DUNMUNKLE

includes the townships of: Murtoa, Minyip, Rupanyup and Lubeck

CR KYLIE ZANKER



WARRACKNABEAL WARD

First elected: 2008

Email:

kzanker@yarriambiack.vic.gov.au

Meeting attendance:

Ordinary meetings: 8

Special meetings: 1

Cr Zanker provides representation on the following committees:

- Internal Audit and Risk Committee
- Warracknabeal Saleyards Committee
- Wimmera Mallee Tourism Association
- Western Highway Action Committee
- Council Youth Action Committee

CR TOM HAMILTON



DUNMUNKLE WARD

First elected: 2016

Email:

thamilton@yarriambiack.vic.gov.au

Meeting attendance:

Ordinary meetings: 9

Special meetings: 1

Cr Hamilton provides representation on the following committees:

- Rail Freight Alliance
- Yarriambiack Tourism Association

CR CHRIS LEHMANN



HOPETOUN WARD

First elected: 2020

Email:

clehmann@yarriambiack.vic.gov.au

Meeting attendance:

Ordinary meetings: 7

Special meetings: 1

Cr Lehmann provides representation on the following committees:

- Henty Highway Action Group
- Yarriambiack Tourism Association



CR CORINE HEINTZE



DUNMUNKLE WARD

First elected: 2016

Email:

cheintze@yarriambiack.vic.gov.au

CR ANDREW MCLEAN



HOPETOUN WARD

First elected: 2020

Email:

amclean@yarriambiack.vic.gov.au

CR KARLY KIRK



WARRACKNABEAL WARD

First elected: 2020

Email:

kkirk@yarriambiack.vic.gov.au

Meeting attendance:

Ordinary meetings: 10

Special meetings: 1

Cr Heintze provides representation on the following committees:

- GWM Water Regional Recreation Water Users Group
- Seasonal Conditions Committee
- Yarrilinks – Yarriambiack Landcare Group

Meeting attendance:

Ordinary meetings: 7

Special meetings: 1

Cr McLean provides representation on the following committees:

- Grampians Central West Waste & Resource Recovery Group
- Sunraysia Highway Improvement Committee

Meeting attendance:

Ordinary meetings: 6

Special meetings: 1

Cr Kirk provides representation on the following committees:

- Wimmera Development Association
- Wimmera Southern Mallee Regional Transport Group
- BY5 Steering Committee



OUR PEOPLE

Executive Management Team

Council is the governing body that appoints a Chief Executive Officer (CEO).

The CEO has the responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Three Directors, seven Senior Managers and the CEO lead the organisation. Details of the CEO and the Directors reporting directly to the CEO are set out below:



JESSIE HOLMES

Chief Executive Officer

Directors reporting directly to the Chief Executive Officer:



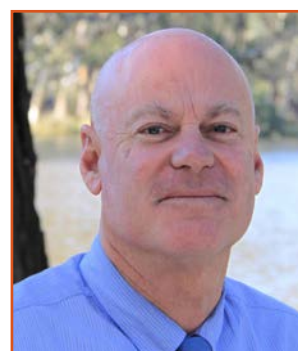
TAMMY SMITH

Director Business, Strategy & Performance



MICHAEL EVANS

Director Assets & Operations



GAVIN BLINMAN

Director Community Development & Wellbeing

Areas of responsibility:

- Finance
- Rates
- Information Technology
- Procurement
- Media
- Payroll
- Corporate Planning
- Human Resources
- Risk and Safety
- Customer Service

Areas of responsibility:

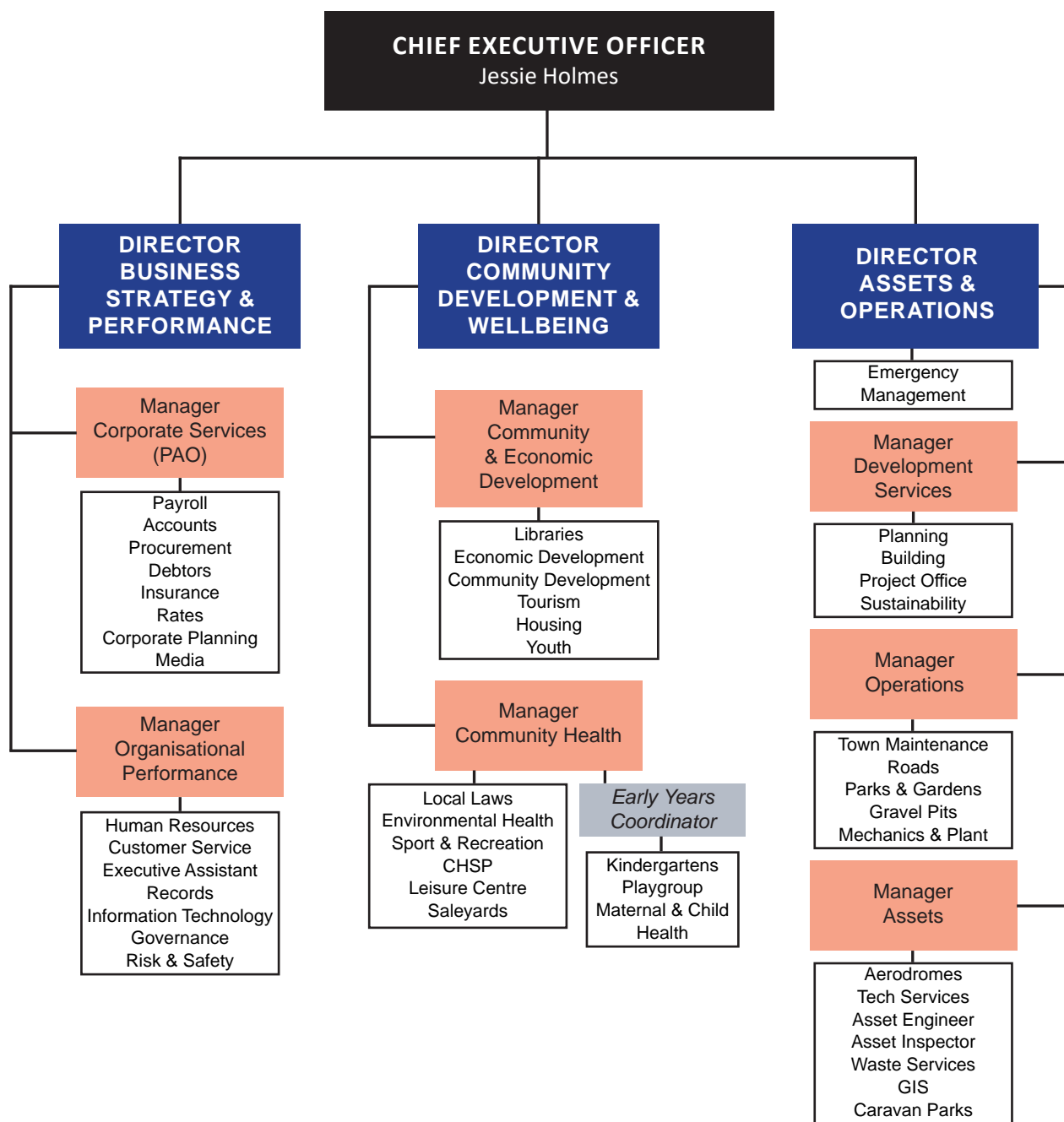
- Emergency Management
- Roads, Footpaths, Kerb & Channel
- Bridges, Culverts, Drainage
- Parks & Gardens
- Planning & Building
- Waste Management
- Plant & Depot Operations

Areas of responsibility:

- Aged & Disability Services
- Youth and Early Years
- Economic Development
- Tourism
- Libraries
- Local Laws
- Sport & Recreation
- Maternal & Child Health

Organisational structure

The chart setting out the organisational structure of Council is shown below:



Council Staff

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

Employment type/gender	CEO FTE	Community Development & Wellbeing FTE	Business Strategy & Performance FTE	Assets & Operations FTE	Total FTE
Permanent FT - F	1	2	8	2	13
Permanent FT - M	-	4	2	66	72
Permanent PT - F	-	22.96	1.32	.76	25.04
Permanent PT - M	-	.87	.79	3.64	5.3
Total	1	29.83	12.11	72.4	115.3

Number

As of 30 June 2021 Council had 142 staff in total, with an effective full-time equivalent staff of 115.34. A majority of our staff work from depots.

Other areas where Council employs staff are in the Kindergartens, Maternal and Child Health centres, Transfer Stations and in Caravan parks.

Status

Council has 139 full-time and part-time staff with three casual employees.

Gender

Of total staff numbers, 56% are male and 44% female. There is a larger percentage of male staff filling positions such as outdoor works crew.

Positions such as Home Care, Kindergartens and administration areas are filled predominantly with female staff.

Council has six depots, which have a very high percentage of males. Kindergartens and Community Support Workers are all-female staff. Office staff have a greater proportion of females. The management team has a greater proportion of males.

Throughout the 2020-21 financial year Yarriambiack Shire Council has welcomed and farewelled a number of staff.

WELCOME TO NEW STAFF

- Renee Lee-Fleming
- Sonia Schodde
- Alison Bish
- Grace Phelan
- Rosemary McLean
- Kelsea Wall
- Joanne Campbell
- Thomas Huf
- Janelle Reichelt
- Scott Hicks
- Campbell Howell
- Jeri Warren
- Monique Metlika
- Kimberley Garcia
- Brooke Delahunty
- Anne Pulham
- Helene Wortley
- Pamela Tischler
- Janelle Barbary
- Debra Membrey
- Lisa Inkster

STAFF FAREWELLS

Over 10 years

- Laurence Davidson
- Alan Peters
- Beverley Rowney
- Cheryl Woods
- Warren Perris
- Rhonda Russell
- Robert Taylor

5 - 10 years

- Christopher Roche
- Christopher White
- William Wellington

Under 5 years

- Anne Plevy
- Barbara Whiteford
- Benjamin Zoli
- Christiana Henke
- Georgia Lenon
- Helen McGuinness
- Jason Roberts
- Joel Robins
- Jordan Khan
- Kelly-Ann Hill
- Lauren McBriarty
- Lionel Curren
- Mark Mongan
- Monique Middleton
- Rani Wellington
- Sally Momblan
- Wayne Sturrock
- William Naylor

SERVICE MILESTONES

Staff years of service recognition

Staff who have reached service periods across milestone years are presented with Certificates of Recognition at the all-staff Christmas lunch.

At the December 2020 lunch held at the Commercial Hotel, Rupanyup the following certificates were presented:

35 years service

- Tony Wise
- Robert Taylor

20 years service

- Christina Campbell
- Viv Yetman
- Chantelle Pitt

10 years service

- Kerrie Crafter
- Karen Adams
- Darren Winsall
- Nanette Freckleton
- Bernardine Schilling

5 years service

- Michelle Schilling
- Belinda Penny
- Debbie Thewlis
- Joel Turner
- Clint Castleman
- William Wellington

30 years service

- Ken Pitt

15 years service

- Tim Christian
- Colin Reid
- Michael Evans
- Greg Wilson

Other Staff Matters

Staff and volunteers are Council's most valuable asset and the strength behind Council's success. We are proud of the commitment and dedication they show to the community and each other.

STAFF IMPACTS OF COVID-19

From late March 2020 most of our indoor workforce have been working from home. Our outdoor staff workforce continued their great work, even with increased social distancing requirements. Our customer facing services have adapted quickly and without fuss as state restrictions continue to change. Working from home, particularly when combined with children learning from home, has been challenging for the workforce, but they have continued to deliver important services to the community and for that we are very proud.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Yarriambiack Shire Council is committed to providing a workplace free of all forms of discrimination and harassment including bullying. It aims for equality of opportunity for all employees – both permanent and temporary.

By effectively implementing our Equal Opportunity and Anti-discrimination Guidelines within Council's Human Resources Policy & Guidelines we will attract talented people and use their abilities to maximum advantage for both the organisation and the employee alike.

The objective of Council's Equal Employment Opportunity and Anti-discrimination Guidelines is to ensure there is no discrimination relating to the characteristics listed under the Equal Opportunity Act 2010 such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment. Discrimination, harassment and bullying is not only unacceptable it is unlawful.

PROFESSIONAL DEVELOPMENT

Council's workforce plays a vital role in ensuring that Council meets current and future business needs. Council is committed to continually developing and improving the skills and capacity of its staff by providing access to a range of professional development opportunities. This year there was a focus on leadership development with several training sessions and workshops attended. Staff also continued to attend a range of training, conference, and forum opportunities to ensure currency in their field of expertise.

Council supports pathways for local students by providing work experience, work placement and traineeships. This year Council again offered several opportunities in the areas of Engineering, Kindergartens, and Mechanics. Council's work experience programs allow students from across the municipality to experience working in a variety of Council departments. This allows young people to see the many career opportunities available in local government and increase awareness of Council's operations.

HEALTH & SAFETY

Council continued its strong commitment to Occupational Health & Safety during 2020/21. Our OH&S committee is represented by employees from across the business with attention given to both preventative and relief measures.

WORKING FOR VICTORIA PROGRAM

Council was successful in receiving funding from the State Government to recruit 12 staff members on a six-month, fixed term basis, as part of the Working for Victoria Program initiative. The staff commenced in July 2020 and concluded their contract with Council in December 2020.

The staff members worked across the construction, town maintenance and positive ageing teams within the Shire, and assisted with maintaining our COVID safe operating environments, meeting our construction program demands, and implement our street beautification programs. The program has been successful in enhancing the skills and experience of participants who reside in the region, resulting in four people being successful in gaining a permanent position with Council, since the program concluded.

The Working for Victoria Program has contributed to the higher-than-average staff turn-over ratio in 2020-21, due to 12 additional staff members being recruited and 9 staff member contracts concluding within the financial year.



Working for Victoria Project at Woomelang - 17 December 2020

WORKFORCE TURNOVER

Percentage of resignations and terminations compared to average staff.

$(\text{Number of permanent staff resignations and terminations} / \text{Average number of permanent staff for financial year}) \times 100$

2017/18	2018/19	2019/20	2020/21
8.7%	9.0%	10%	16.84%

~ WINNERS AT THE MAV AWARDS ~

On Thursday 29 April 2021, Council staff attended the 2021 MAV Technology National Awards for Excellence in Melbourne. Yarriambiack Shire took home the digital Leadership Achievement of the Year Award and the overall Victorian Council of the Year Award.

These awards recognise the hard work and dedication of all staff who have successfully implemented over a dozen new systems throughout the organisation, from online timesheets through to procurement.



Bernardine Schilling and Tammy Smith accepting two awards on behalf of Yarriambiack Shire Council at the MAV Technology National Awards in Melbourne

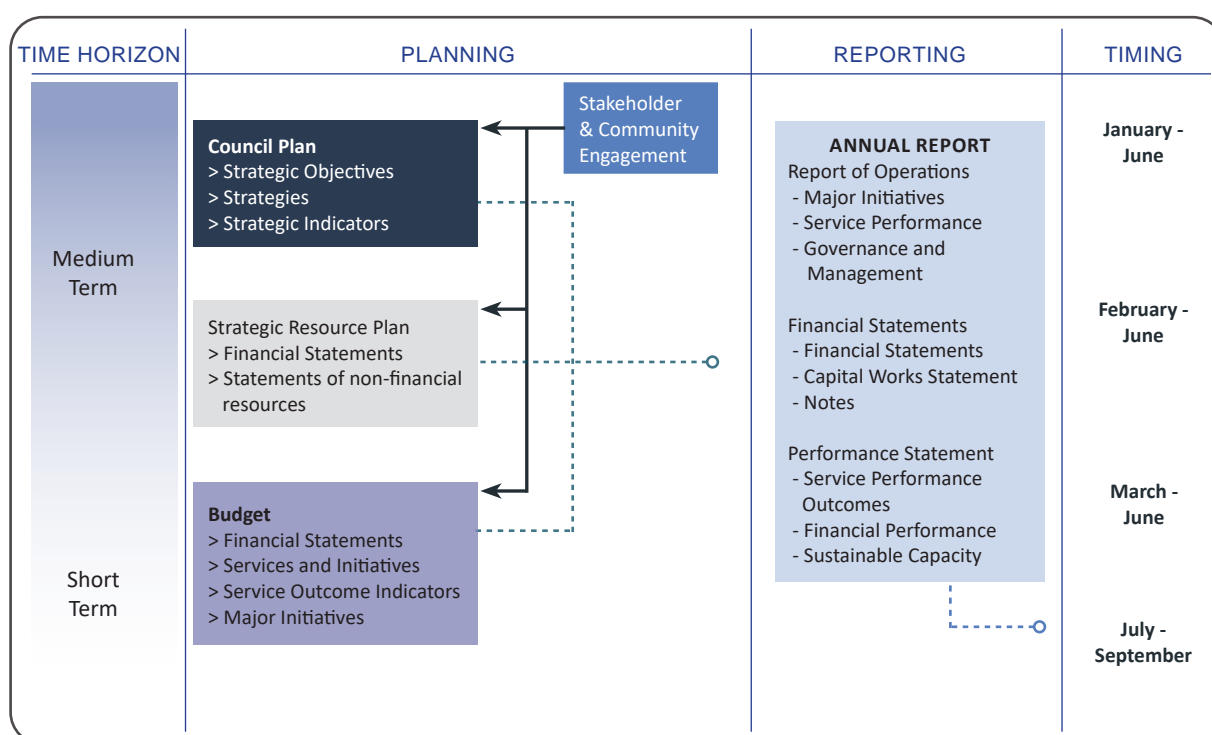
OUR PERFORMANCE

Planning and Accountability Framework

The Local Government Act 2020 requires Council to prepare the following planning and reporting documents:

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

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



Council Plan

The Council Plan 2017-2021 includes strategic objectives, strategies for achieving these over the four-year period and strategic indicators for monitoring achievement of the objectives.

The following are the five strategic focus areas as detailed in the Council Plan.

Good Governance

- A well-managed and service-focused organisation.

A Place to Live and Grow

- To develop partnerships and advocate for community wellbeing and economic development priorities and projects, as well as capitalising on existing and emerging opportunities in tourism and visitation.

A Safe & Active Community and Sustainable Environment

- Engage and empower our community and support our volunteers.

A Planned Future

- To plan for future service delivery and local community support as well as secure state and federal funding to maintain and upgrade roads, Council and community infrastructure.

Health and Wellbeing

- Through effective planning and consultation, create environments for our communities that will enable residents to prosper and enjoy improved health and wellbeing.

PERFORMANCE

Council's performance for the 2020/21 year has been reported in a number of ways:

- Results achieved in relation to the strategic indicators in the Council Plan
- Progress in relation to the major initiatives identified in the Budget
- Services funded in the budget and the persons or sections of the community who are providing those services
- Results against the prescribed service performance indicators and measures



Strategic Objective 1: Good Governance

A well-managed and service-focused organisation.

STRATEGIC OBJECTIVES

- Good Governance through leadership
- Organisation Risk
- Professional and skilled staff in a safe and supportive environment
- Sustainable, long term financial management
- Effective Community Engagement & Participation

STRATEGIC INDICATORS

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

Strategic Indicator/Measure	Result	Comments
<i>Consultation and Engagement</i> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council.	62	Results provided from the Community Satisfaction Survey 2021.
<i>Satisfaction with Council Decisions</i> Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.	61	Results provided from the Community Satisfaction Survey 2021.
<i>Workforce Turnover</i> Percentage of staff who resigned or were terminated from the organisation.	16%	Increase in turnover due to Working for Victoria recruitment for fixed term, six month contracts, and a number of retirements within the financial year.

OUR INITIATIVES FOR 2020/21

Major Initiatives	Progress
1) Implementation of a new finance and corporate system	Council has implemented a Best of Breed Corporate Finance System. The following systems were implemented from 1 July 2020; Xero, ApprovalMax, WorkflowMax, Calxa, Happy HR (payroll module Key Pay), e-procure, Polixen.
2) Implementation of the new Local Government Act requirements	Council has met the following key milestones of the Local Government Act 2020 with the implementation of the following requirements: Governance Rules, Expense Policy, Delegated Committees, Audit and Risk Committee, Public Transparency Policy, Mandatory Candidate Training, Councillor Code of Conduct, Community Engagement Policy, Gift Policy, Councillor Induction Program, Annual Budget, Revenue and Rating Plan, Financial Plan, CEO Employment and Remuneration Policy, Recruitment Policy, Staff Code of Conduct and Complaints Policy.
3) Continue to implement the Local Government Inspectorate Action Plan	Council has completed all actions as reported in the Inspectorate Action Plan.
4) Focus on reducing long term medium risk and reducing long term audit risk recommendations.	Council has reduced the outstanding Audit Actions to 26, with a plan to close out all actions by 30 June 2022. An Audit and Risk Committee Annual Workplan is adopted to manage and monitor risk.
5) Continue to actively pursue the recovery on unpaid rates	CollectAU was referred \$1,728m in outstanding rates debt in the 2020/21 Financial Year. As at 30 June 2021, the agency had collected \$0.481m and entered into payment arrangements for the collection of a further \$0.211m.
6) Build a compliant records storage facility	Council has implemented an Electronic Document Records Management System (EDRMS) and has opted to commence a digitisation plan as opposed to building a records storage facility.
7) Develop and implement a Customer Service Request system	Council implemented AssetFinda as its Customer Request Management System in July 2020. This system differentiates between customer service requests and complaints.

SERVICE PERFORMANCE INDICATOR

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

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Governance <i>Transparency</i> Council decisions made at meetings closed to the public	17%	15%	12%	21%	The number of contracts and tenders that Council has had to consider in closed sessions due to a sensitive nature has increased during the 2020/21 financial year.
<i>Consultation and engagement</i> Community satisfaction rating out of 100 with community consultation and engagement.	62	63	59	62	Results provided from the Community Satisfaction Survey 2021.
<i>Attendance</i> Council attendance at Council meetings	93%	83%	89%	92%	No material variation
<i>Service Cost</i> Cost of elected representation	\$31,683	\$32,429	\$34,179	\$37,305	No material variation
<i>Decision making</i> Community satisfaction rating out of 100 for satisfaction with Council decisions.	61	63	58	61	Results provided from the Community Satisfaction Survey 2021.

Strategic Objective 2: A Place to Live & Grow

To develop partnerships and advocate for community wellbeing and economic development priorities and projects as well as capitalising on existing and emerging opportunities in tourism and visitation.

STRATEGIC OBJECTIVES

- Assets and facilities
- Attractive streetscapes, town entrances, parks and gardens
- Community services that are accessible and responsive to the community's needs
- Community facilities that are developed and maintained
- Advocacy for regional living

STRATEGIC INDICATORS

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

Strategic Indicator/Measure	Result	Comments
<i>Participation in MCH Service</i> Percentage of children enrolled who participate in the MCH service.	86%	Council continues to have an acceptable participation rate in the Maternal Child Health service.
<i>Participation in MCH Service by Aboriginal Children</i> Percentage of Aboriginal children enrolled who participate in the MCH service.	90%	Variation reflects small number of Aboriginal people within the Shire. Participation in key ages and stage visits reflect the results over the years.
<i>Critical and Major Non-compliance Notifications</i> Percentage of critical and major non-compliance notifications that are followed up by Council.	0%	Council engages proactively with businesses to achieve compliance through education.
<i>Active Library Members</i> Percentage of Municipality that are active library members.	8%	Council is continuing to promote and educate the community on how to use the new library service.

OUR INITIATIVES FOR 2020/21

Major Initiatives	Progress
1) Develop the Hopetoun Power House into accommodation	The stage one, accommodation section has been completed. Stage two, art gallery is currently under construction. Due to open in 2021-22 financial year.
2) Warracknabeal Tourist Information Centre and amenities upgrades	Concept plans approved, tender specifications being prepared.
3) Support the development of the Minyip Community Fuel project	This project is completed and is providing a positive benefit to the community.
4) Caravan Park master plans completed across six sites	Master Plans completed for the Minyip, Murtoa, Warracknabeal, Hopetoun, Brim caravan parks and the Cronomby Tanks camping area.
5) Upgrade Patchewollock playgrounds and streetscapes	Playground complete, tennis shed renovated, fence around reserve erected. Signage and bollard installation pending.
6) Support the completion of the ERup project	Supermarket finalised with opening date scheduled for September 2021.
7) Install accommodation at Yaapect Recreation Reserve	Cabin installed final fitout being completed.

SERVICE PERFORMANCE INDICATOR

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

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Food Safety <i>Timeliness</i> Time taken to action food complaints	2	3	1	3	Council engages proactively with complainants to address complaints received in a timely manner.
<i>Service Standard</i> Food safety assessments	109%	51%	71%	53%	During the 2020/21 financial year, there were extended periods of business lockdown due to the ongoing Covid pandemic.
<i>Service Cost</i> Cost of food safety service	\$821	\$802	\$1,029	\$195.05	Due to staff restructure, Council has engaged a part-time EHO officer who is employed for two days per week to address food safety. The full-time EHO has moved to a different role resulting in a decrease in the food safety costs.
<i>Health and Safety</i> Critical and major non-compliance notifications	100%	100%	100%	100%	There were no critical and major non-compliance notifications

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Libraries <i>Utilisation</i> Physical library collection usage	1.32	1.28	1.01	0.51	Council has withdrawn from the Wimmera Regional Library Corporation and are now providing this service to the community inhouse. While Council is actively promoting this service it is still in the early stages.
<i>Resource Standard</i> Recently purchased library collection	42%	40%	41%	42%	No material variation
<i>Participation</i> Active library borrowers in municipality	9%	9%	10%	8%	Council is continuing to promote and educate the community on how to use the new library service.
<i>Service Cost</i> Cost of library service per population	\$26.88	\$28.57	\$31.14	\$31.07	No material variation

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Maternal & Child Health <i>Service Standard</i> Infant enrolments in the MCH service	100%	98%	103%	101%	All newborns in the shire have received a first home visit from the MCH nurses.
<i>Service Cost</i> Cost of the MCH service	\$114	\$122	\$169	\$102	The costs for the Playgroup Coordinator have decreased due to playgroups being closed due to COVID restrictions for parts of the 2020-21 financial year. The staff member was redeployed within the Early Years business unit.
<i>Participation</i> Participation in MCH service	75%	93%	91%	86%	Council continues to have an acceptable participation rate in the MCH service.
<i>Participation</i> Participation in MCH service by Aboriginal children	100%	100%	94%	90%	Variation reflects small number of Aboriginal people within the shire. Participation in key ages and stage visits reflect the results over the years.
<i>Satisfaction</i> Participation in 4-week key age and stage visit	New in 2020	New in 2020	98%	98%	No material variation

Strategic Objective 3: A Safe and Active Community and sustainable environment

Engage and empower our community and support our volunteers.

STRATEGIC OBJECTIVES

- Assist communities to develop and prosper
- Community safety
- Protected and enhanced natural environment

STRATEGIC INDICATORS

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

Strategic Indicator/Measure	Result	Comments
<i>Utilisation of Aquatic Facilities</i> Number of visits to aquatic facilities per head of municipal population.	0.49	The number of visitors to the Hopetoun Pool has increased by 861 visitors.
<i>Animal Management Prosecutions</i> Number of successful animal management prosecutions.	1	There was one successful animal management prosecution recorded. In previous years Council have had no animal management prosecutions.
<i>Waste Diversion</i> Kerbside collection waste diverted from landfill, calculated as the percentage of garbage and recyclables collected from kerbside bins that is diverted from landfill.	22%	During the 2020/21 year the recycable industry has resumed accepting waste as per previous years.

OUR INITIATIVES FOR 2020/21

Major Initiatives	Progress
1) Implementation of streetscape designs across the Council	Street furniture has been installed, street vegetation plans are being prepared.
2) Redevelop the Warracknabeal Leisure Centre Gymnasium	Completed and operational, 24 hour Gym run by independent operator on licence with Council.
3) Undertake the development of a waste strategy and trial a recycling trailer for smaller townships.	Council has cancelled the recycling trailer and is investigating other opportunities in waste through the state government legislation and schemes. A waste strategy is programmed to be developed over the next 6-8 months.
4) Carry out major maintenance at Minyip Swimming Pool	Council in partnership with the Minyip Swimming Pool Committee of Management completed major maintenance and repainting of the Minyip Swimming Pool. The Minyip Swimming Pool was able to reopen prior to the 2020/21 season with the completed works appreciated by the Committee and community members.
5) Update cricket pitch and shade area at the Temy Recreation Reserve	Council have completed project works at the Temy Recreation Reserve. The Temy Cricket Club now have access to a brand new synthetic cricket pitch, while shade sails have been installed over the new playground.
6) Caravan Park Fire Safety Upgrades at five caravan park sites	The Caravan Park Fire Safety Upgrades have been carried forward into the 2021-22 Financial Year.
7) Develop a masterplan for ANZAC Park Warracknabeal	The process for development is well underway with user groups committing & coming together to draft a site plan which will then go to a consultant to develop conceptual plans.

SERVICE PERFORMANCE INDICATOR

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

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Aquatic Services <i>Service Standard</i> Health inspections of aquatic facilities	1	0	0	0	No inspection was undertaken of the aquatic facility during the 2020/21 financial year.
<i>Utilisation</i> Utilisation of aquatic facilities	0.48	0.51	0.35	0.49	The number of visitors to the Hopetoun Pool has increased by 861 visitors.
<i>Service Cost</i> Cost of outdoor aquatic facilities	<i>New in 2020</i>	<i>New in 2020</i>	\$14.75	\$10.98	Due to the pool opening for 2-3 months of the year instead of 4 months, the cost associated with operating the pool was lower than the previous year.

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Animals <i>Timeliness</i> Time taken to action animal requests	1.14	1.24	1.04	1.17	Animal management requests are actioned within one business day.
<i>Service Standard</i> Animals reclaimed	73%	57%	50%	91%	The number of animals reclaimed has increased. Council continues to ensure as many impounded animals as possible are reclaimed by their owners.
<i>Service Standard</i> Animals rehomed	<i>New in 2020</i>	<i>New in 2020</i>	71%	45%	Due to the number of animals being reclaimed by their owners, this has resulted in a decrease in the number of animals that need to be rehomed.
<i>Service Cost</i> Cost of animal management service per population	\$14.26	\$15.38	\$17.13	\$13.80	The number of call outs have declined due to the amount of impounded animals being reclaimed by their owners or where appropriate rehoused.
<i>Health and safety</i> Animal management prosecutions	<i>New in 2020</i>	<i>New in 2020</i>	0	100%	There was one successful animal management prosecution recorded. In previous years Council have had no animal management prosecutions.

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Waste Collection <i>Satisfaction</i> Kerbside bin collection requests	19	31	51	7	The number of bin collection requests recorded in our CRM System has decreased in the 2020/21 year.
<i>Service Standard</i> Kerbside collection bins missed	.86	1.44	.32	.64	The number of reported missed bins recorded in our CRM System has decreased in the 2020/21 year.
<i>Service Cost</i> Cost of kerbside garbage collection service	\$97	\$169	\$179	\$191	No material variation
<i>Service Cost</i> Cost of kerbside recyclables collection service	\$130	\$164	\$96	\$137	The cost of providing the recyclables collection service increased due to recycling being accepted by recycling contractors as per previous years.
<i>Waste Diversion</i> Kerbside collection waste diverted from landfill	25%	25%	19%	22%	During the 2020/21 year Council was sending recyclables waste to the Doon Landfill due to China's refusal to accept waste from Australia. The recycling industry has resumed accepting waste as per previous years.

Strategic Objective 4: A Planned Future

Plan for future service delivery and local community support as well as secure state and federal funding to maintain and upgrade roads, Council and community infrastructure.

STRATEGIC OBJECTIVES

- Economic growth within the municipality
- A strong and diverse local economy
- Long term asset management

STRATEGIC INDICATORS

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

Strategic Indicator/Measure	Result	Comments
<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.	39	Results provided from the Community Satisfaction Survey 2021.
<i>Planning Scheme Outcomes</i> Percentage of planning application decisions subject to review by VCAT that were not set aside	0	No planning applications were sent to VCAT during the 2020/21 financial year.

OUR INITIATIVES FOR 2020/21

Major Initiatives	Progress
1) Applications for improved Early Years facilities in Warracknabeal and the southern part of the shire	Funding applied for and received for Warracknabeal 3 year old kindergarten, project at permit approval stage. Southern shire services being scoped and in planning stage.
2) Capitalise on additional Roads to Recovery Funding	The funding is utilised to upgrade some of the strategic routes. In 20/21 this fund was also used as a seed fund for the Agrilinks Upgrade program.
3) Implementation of Yarriambiack Libraries	Libraries now functional and also servicing outreach areas across the shire.
4) Upgrade 14 halls as part of the 'Home is Where the Hall is' funding	All halls on schedule for completion as per funding guidelines.
5) Increase funding for footpath, kerb and channel	Council is still looking at ways to attract funding and increase footpath and kerb & channel where possible.
6) Complete streetscape designs for four townships	Streetscape designs complete.
7) Fire design implementation for Warracknabeal Livestock Exchange	Tender awarded. Original designs amended following consultation with stakeholder group. New design, better accommodating traffic movements, has been submitted to Fire Rescue Victoria and awaiting approval.

SERVICE PERFORMANCE INDICATOR

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

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Roads <i>Satisfaction of use</i> Number of sealed local road requests	1.20	3.82	13	33	Due to the new Customer Request Management (CRM) system being implemented, Council is now recording the number of sealed local road requests.
<i>Condition</i> Sealed local roads maintained to condition standards	90%	98%	80%	100%	Council maintains a strong focus on asset renewal, including local sealed roads.
<i>Service Cost</i> Cost of sealed local road reconstruction per square metres	\$22	\$25	\$61	\$94	The result is higher than the previous year due to receiving grant money for Fixing Country Roads and extra Roads to Recovery funding.
<i>Service Cost</i> Cost of sealed local road resealing per square metres	\$4	\$5	\$7	\$18	The local road resealing is contracted out and the cost varies with the amount of resealing required to be undertaken. Extra road reseals were added to the 2020/21 financial year.
<i>Satisfaction</i> Community satisfaction out of 100 with sealed local roads	38	42	40	39	Results provided from the Community Satisfaction Survey 2021.

Service/Indicator/Measure	Actual				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Statutory Planning <i>Timeliness</i> Time (days) taken to decide planning applications	17	16	18	18	No material variation.
<i>Service Standard</i> Planning applications decided within required time frames	98%	88%	102%	98%	No material variation.
<i>Service Cost</i> Cost of statutory planning service	\$1,625	\$1,731	\$2,423	\$4,725	The increase is a reflection of a full time planner and support officer.
<i>Decision Making</i> Council planning decisions upheld at VCAT	0	0	0	0	No planning applications were sent to VCAT during the 2020-2021 financial year.

Strategic Objective 5: Health & Wellbeing

Through effective planning and consultation, create environments for our communities that will enable residents to prosper and enjoy improved health and wellbeing.

STRATEGIC OBJECTIVES

- Physical activity
- Healthy eating
- Family Violence & Gender Equality

OUR INITIATIVES FOR 2020/21

Major Initiatives	Progress
1) Increase active living	New gym facilities Warracknabeal. Three netball tennis court facility upgrades underway in Rupanyup, Beulah and Brim. Assistance given to Hopetoun community gym to develop.
2) Increase healthy eating	Healthy eating program rolled out to new 3 year old kinder program.
3) Participation in organised sport	Improved facilities across shire with sport and recreation funding and assistance during COVID to set safe standards in place for events.
4) Reduce prevalence and impact of family violence	Council has joined the Communities of Respect and Equality (CoRE) Alliance. The alliance is a partnership of organisations, businesses, clubs and groups who share a vision for safe, equal and respectful communities in the Grampians region.
5) Increase gender equality	CEO member of Gender Equity Advisory Committee.



Yarriambiack Creek

OUR GOVERNANCE

GOVERNANCE

Yarriambiack 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, Progress Association meetings and the ability to make submissions to Special Committees of Council.

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. 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 4th Wednesday of each month from January to November. When COVID restrictions are not in place, members of the community are welcome to attend Council meetings and observe from the gallery. Whilst COVID restrictions are in place, Council live streams meetings to YouTube.

Council meetings provide the opportunity for community members

to submit a question to the Council, make a submission or speak to an item.

For the 2020/21 year Council held the following meetings:

- 10 Ordinary Council meetings
- 1 Special Council meeting

*No Ordinary meeting was held in September due to the election period.

A Statutory Meeting was held on 18th November to swear in the new Councillors. Council welcomed new Councillors Karly Kirk, Chris Lehmann and Andrew McLean.

Council farewelled our outgoing Councillors Shane Roberts, Helen Ballentine and Jean Wise. We thank you for all your time and dedication towards Council.

The table at left provides a summary of Councillor attendance at Council meetings and Special Meetings for the 2020/21 financial year.

Councillors	Council Meeting	Special Council Meeting	Total
Cr Graeme Massey	9	1	10
Cr Corinne Heintze	10	1	11
Cr Jean Wise	3	-	3
Cr Kylie Zanker	8	1	9
Cr Shane Roberts	3	-	3
Cr Tom Hamilton	9	1	10
Cr Andrew McLean	7	1	8
Cr Chris Lehmann	7	1	8
Cr Karly Kirk	6	1	7



Cr Kirk at Wallup Hall - Australia Day celebrations



Cr Zanker with Australia Day recipient Lachie Stewart



Cr Massey laying a wreath at Sheep Hills

Code of Conduct

The Local Government Act 2020 requires Council to develop and approve a Councillor Code of Conduct within the period of four months after a general election.

The Code of Conduct is part of Council's commitment to governing our Shire effectively and adhering to the principles of good governance.

Good governance is the complex set of processes, protocols and behaviours which lead to good decisions. Good decisions are those which are informed by evidence and good advice, contributed to and understood by communities, underpinned by integrity and make sense in the long term interests of the community.

As per the Local Government Act 2020, Council may review or amend the Councillor Code of Conduct at any time.

On 27 February 2021 the Councillor Code of Conduct was reviewed and amended to meet the requirements of section 139 of the Local Government Act 2020. These amendments include the five standards of conduct listed below to assist Councillors in understanding the conduct that is expected of them in the course of performing their duties and functions, including prohibiting discrimination, harassment (including sexual harassment) and vilification.

1. Treatment of others
2. Performing the role of a Councillor
3. Compliance with good governance measures
4. Councillors must not discredit or mislead Council or public standards
5. Standards do not limit robust political debate.

Other additions/amendments included:

- Governance Rules and Local Law 2020 – Common Seal and Conduct at Meetings
- Appendix 1 – Internal Resolution Procedure
 - Phase 1 – Direct Negotiation
 - Phase 2 – External Mediation
 - Phase 3 – Internal Resolution Procedure – Arbiter
- Review of Councillor Code of Conduct

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 committee or officer 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 comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

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

During the 2020-21 year, 10 conflicts of interest were declared at Council and Special Council meetings.

Councillor Allowances

In accordance with Division 6 Entitlements, Section 39 of the Local Government Act 2020, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also 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, Yarriambiack Shire Council is recognised as a category one Council.

The table at right contains a summary of the allowances paid to each Councillor during the year.

Councillors	Councillor allowance including superannuation
Cr Graeme Massey	\$69,169.56
Cr Corinne Heintze	\$23,046.12
Cr Jean Wise	\$7,682.04
Cr Kylie Zanker	\$23,046.12
Cr Shane Roberts	\$7,682.04
Cr Tom Hamilton	\$23,046.12
Cr Andrew McLean	\$15,364.08
Cr Chris Lehmann	\$15,364.08
Cr Karly Kirk	\$15,364.08
Total	\$199,734.24

COUNCILLOR EXPENSES

In accordance with Section 40 and 41 of the Local Government Act 2020, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor 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 2020/21 year are set out in the following table.

Councillors	TR \$	RF \$	Total \$
Cr Graeme Massey	-	-	-
Cr Corinne Heintze	-	-	-
Cr Jean Wise	-	-	-
Cr Kylie Zanker	-	-	-
Cr Shane Roberts	-	-	-
Cr Tom Hamilton	-	-	-
Cr Andrew McLean	\$2,640.98	\$880	\$3,520.98
Cr Chris Lehmann	-	\$520	\$520
Cr Karly Kirk	-	\$5.45	\$5.45
Total	\$2,640.98	\$1,405.45	\$4,046.43

Legend: TR - Travel; RF - Remote Factor Allowance;



Left - Right: Cr Hamilton, Cr Heintze, Cr Kirk, Cr Massey, Cr Zanker, Cr McLean and Cr Lehmann

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 Local Government 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 the following pages. 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 includes independent members James Gregson (Chair), Diane Connolly, Martin Moynihan and Simon Coutts. Councillor representatives are Cr Kylie Zanker and Mayor Graeme Massey. The independent members are appointed for a one year, two year or three-year term. The Committee meets at minimum four times per year.

The CEO, Director Business Strategy and Performance, Manager Corporate Services and Business Transformation Officer all attend the Audit and Risk Committee Meetings, along with the Internal Auditors, RSD Audit.

The External Auditors are invited to all scheduled Audit and Risk Committee Meetings. The meetings were held in August, October, December 2020, February, and May 2021.

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2020-21 year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend the Audit and Risk Committee meetings in January, May and July each year to present the audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit and Risk Committee.

Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across the Council. A risk based 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 annually.

The Internal Auditor attends each Audit and Risk Committee meeting 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 in Council's performance management system. Managers provide status updates that are reviewed by the Internal Auditor and the Audit and Risk Committee.

Internal Audits Completed in 2020-21 were;

- Budget Submission Management
- Human Resource and Payroll Management
- GST and FBT Accounting (rescheduled until October 2021)

Risk Management

In April 2014, Council adopted the Risk Management Framework and Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines.

The Risk Management Framework and Policy addresses items such as:

- risk management culture and branding;
- communication and training;
- best practice in risk management;
- responsibilities of and to internal and external stakeholders;
- risk registers and risk management software development;
- the Council planning cycle, budget cycle and annual audit cycle; and
- a performance measurement system to determine the effectiveness of the framework.

GOVERNANCE AND MANAGEMENT CHECKLIST

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

Governance & Management Items	Assessment
1. Community Engagement Policy - <i>policy outlining Council's commitment to engaging with the community on matters of public interest.</i>	Policy: Council adopted its Community Engagement Policy in accordance with the Local Government Act 2020 on 24 March 2021.
2. Community Engagement Guidelines - <i>guidelines to assist staff to determine when and how to engage with the community.</i>	Guidelines: Community Engagement Guidelines forms part of the Community Engagement Policy that was adopted on 24 March 2021.
3. Financial Plan - <i>plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years.</i>	Plan: Adopted in accordance with Section 91 of the Act. The Long Term Financial Plan is included as part of the Council Plan. Date of adoption: 25 August 2021
4. Asset Plan - <i>plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years.</i>	Plan: Plans are currently being developed to meet Local Government Act 2020 timelines.
5. Revenue and Rating Plan - <i>plan setting out the rating structure of Council to levy rates and charges.</i>	Plan: Adopted in accordance with Section 93 of the Act 23/06/2021
6. Annual Budget – <i>plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required</i>	Annual Budget: Date of adoption: 24/06/2020
7. Risk Policy - <i>policy outlining Council's commitment and approach to minimising the risks to Council's operations.</i>	Policy: The Risk Management Manual incorporates Council's Strategy, Policy and Framework and was adopted on 25 August 2021.
8. Fraud Policy - <i>policy outlining Council's commitment and approach to minimising the risk of fraud.</i>	Policy: The Fraud and Corruption Prevention policy was adopted on 23/06/2021
9. Municipal Emergency Management Plan - <i>plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery.</i>	Plan: Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986. Date of adoption: 13/12/2017
10. Procurement Policy - <i>policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council.</i>	Policy: Date of Adoption: 27/05/2020 Revised and adopted to meet the requirements of Section 108 of the Local Government Act 2020 on 25 August 2021.
11. Business Continuity Plan - <i>plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster.</i>	Plan: Revised and adopted on 05 May 2021.

Governance & Management Items	Assessment
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.	<p>Plan:</p> <p>The Disaster Recovery Requirements and Procedure was revised on 25 November 2019 and is currently under review.</p>
13. Risk Management Framework - framework outlining Council's approach to managing risks to the Council's operations.	<p>Framework:</p> <p>The Risk Management Manual incorporates Council's Strategy, Policy and Framework and was adopted on 25 August 2021.</p>
14. Audit and Risk Committee - advisory committee of Council under section 53 and 54 of the Act	<p>Audit and Risk Committee:</p> <p>Date of establishment: 9/02/2004</p> <p>Audit and Risk Charter was revised and adopted on 26 August 2020.</p>
15. Internal Audit - independent accounting professionals engaged by the Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls	<p>Engaged:</p> <p>RSD Audit commenced as Council's Internal Audit Firm on 1 July 2020.</p>
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 Local Government Act 1989.	<p>Framework:</p> <p>This framework is currently under review with a plan revision to be adopted in the 21-22 Financial Year.</p> <p>Date of operation of current framework: 27/11/2019</p>
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.	<p>Report:</p> <p>Date of operation of current report: 24/06/2020 Council Plan was adopted on 25 August 2021.</p>
18. Financial Reporting - quarterly statements to Council under section 138(1) of the Local Government Act 1989 comparing budgeted revenue and expenditure with actual revenue and expenditure.	<p>Financial Reporting:</p> <p>Statements presented to Council in accordance with section 138(1) of the Act.</p> <p>Statements are presented monthly at Council meetings. 9 Monthly Reports: 23/6/2021, 26/5/2021, 28/4/2021, 24/3/2021, 24/2/2021, 27/1/2021, 25/11/2021, 21/10/2020, 22/07/2020</p>
19. Risk Reporting - six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.	<p>Reports:</p> <p>Date of operation of current report: 26/05/2021</p>
20. Performance Reporting - six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act.	<p>Reports:</p> <p>Performance Reporting Framework was adopted in November 2019.</p> <p>Date of operation of current report: 24/03/2021</p>
21. Annual Report - annual report under sections 131, 132 and 133 of the Local Government Act 1989 to the community containing a report of operations and audited financial and performance statements.	<p>Annual Report:</p> <p>Considered at a meeting of Council in accordance with section 134 of the Act.</p> <p>Date statements presented: 21/10/2020</p>

Governance & Management Items	Assessment
22. Councillor Code of Conduct - Codes setting out the standards of conduct to be followed by Councillors and other matters.	<p>Code of Conduct:</p> <p>Reviewed in accordance with Section 139 of the Local Government Act 2020. (Section 139 replaced Section 76C from the LG Act 1989)</p> <p>Date reviewed: 27 February 2021</p>
23. Delegations - documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff.	<p>Delegations:</p> <p>Reviewed in accordance with Section 47 of the Local Government Act 2020 (Section 47 replaced Section 96 (6) from the LG Act 1989).</p> <p>Date of review: 26 August 2020</p>
24. Meeting Procedures – Government Rules governing the conduct of meetings of Council and delegated committees.	<p>Meeting procedures:</p> <p>The Governance Rules were prepared in accordance with Section 60 (7) of the Local Government Act 2020 and were adopted at the Council meeting held on 22 July 2020.</p>

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



Jessie Holmes

Chief Executive Officer

Dated: 29th September 2021



Cr Graeme Massey

Mayor

Dated: 29th September 2021

STATUTORY INFORMATION

Freedom of Information

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

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

- it should be in writing;
- it should identify as clearly as possible which document is being requested; and
- it should be accompanied by the appropriate fee (the fee may be waived in certain circumstances).

Further information regarding Freedom of Information can be found at www.foi.vic.gov.au and on the Yarriambiack Shire Council website.

Service Performance Principles

In accordance with section 106 of the Local Government Act 2020, Council must plan and deliver services to the municipal community in accordance with the service performance principles.

Council incorporates the service performance principles into business planning and performance monitoring activities, with particular focus on the following areas:

- a) Services will be provided in an equitable manner and be responsive to the diverse needs of the Yarriambiack Shire Community.
- b) Services will be accessible to the members of the Shire for whom the services are intended.
- c) Quality and cost standards for services is set by Council and will provide good value for money to the Shire's community.
- d) Council will seek to continuously improve service delivery to the Shire's community in response to performance monitoring.
- e) Service delivery will include a fair and effective process for considering and responding to complaints about service provision.

Organisational Plans, Policies & Strategies

This year, the following plans, policies and strategies have been developed and/or reviewed:

STAFF POLICIES

- Meals - At Centre
- Budget Framework & Guidelines
- Finance & Payroll Management Manual
- Fit for Work Policy & Procedure
- Occupational Health & Safety & Wellbeing
- Procurement Management Manual
- WorkflowMax Project & Financial Management Manual
- Yarriambiack Shire Council COVID Safe Plan

PLANS & STRATEGIES

- Governance Rules & Common Seal and Conduct at Meetings Local Law 2020
- Audit and Risk Committee Charter
- Annual Report 2020
- Municipal Fire Management Plan 2021-2024
- Councillor Code of Conduct
- Business Continuity Plan
- Annual Budget 2021/2022
- Council Plan 2021-2025
- Revenue and Rating Plan 2021-2025

COUNCIL POLICIES

- Public Transparency Policy & Freedom of Information
- Part II Statement
- Procurement Policy
- Asset Lifecycle Policy
- Gender Equality Policy and Guidelines
- Information Privacy Policy
- External Private Works Policy
- Community Engagement Policy
- COVID-19 Hardship Policy
- Council's Gift, Benefits and Hospitality Policy & Guidelines
- Complaints Handling Policy and Supporting Customer Service Charter
- Fraud and Corruption Prevention Policy
- Debit and Credit Card Policy
- CEO and Directors Employment and Remuneration Policy

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.

Disability Action Plan

In accordance with Section 38 of the Disability Act 2006, Council has prepared a Disability Action Plan for 2017-2021. This was passed by Council at its meeting on 22 March 2017.

It is available to view on our website.

Council has prepared a Disability Action Plan and implemented the following actions in the last 12 months:

- 1.1 of action plan lobbied state government about lack of public transport at regional forums and ministers visits
- 1.2 of action plan remarked all disabled parking bays
- 4.1 of action plan quarterly published Improving Liveability for Older People newsletter promoting activities for over 55 age groups of all abilities with over 800 copies going out each time.

Contracts

During the 2020-21 financial year Yarriambiack Shire Council entered into various contracts valued at \$150,000 or more for the supply of plant and equipment and services.

The following contracts listed are with a value over \$150,000:-

C264-2020	Supply of Plant & Equipment	Schedule of Rates
C270-2020	Motor Vehicle Purchase x 5 Vehicles	\$ 192,312.73
C268-2020	Supply & Delivery of New Tractors x 2	\$ 315,000.00
C272-2020	Hopetoun Powerhouse Redevelopment	\$ 186,486.26
C279-2020	Awarded on behalf of Wimmera Mallee Tourism - Caravan Park & Township Plans	\$ 194,735.00
C281-2020	Brim & Rupanyup Netball/Tennis Courts Reconstruction	\$ 1,395,548.11
C274-2021	Road Stabilisation Works 2021-2023	Schedule of Rates
C266-2020	Warracknabeal Children's Centre – 3 year-old Kindergarten Building	\$ 1,045,160.00
ACP5-2021	Supply & Delivery of Flocon Truck (MAV Vendorpanel Purchase)	\$ 366,010.26
ACP4-2021	Supply & Delivery of Jetpatcher Truck Replacement (MAV Vendorpanel Purchase)	\$ 431,615.15

Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report. The Domestic Animal Management Plan 2017-2021 was adopted by Council in October last year and was endorsed by the Secretary of the Department of Economic Development, Jobs, Transport and Resources (DEDJTR).

The Plan is developed through consultation with Council's Animal Management team along with input from other Council Departments, government agencies and animal groups. All actions relating to the document are continually implemented through Council's Animal Management team on a daily basis to ensure compliance with animal related issues within the Yarriambiack Shire Council.

Public Interest Disclosure Procedures

In accordance with the Public Interest Disclosure Act 2012 a Council must include in their Annual Report information about how to access the procedures established by the Council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The Protected Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website.

During the 2020-21 year no disclosures were notified to Council Officers appointed to receive disclosures, or to Independent Broad-based Anti-Corruption Commission (Ibac).

Road Management Act Ministerial Direction

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

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



FINANCIAL STATEMENTS

ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2021

FINANCIAL REPORT

Certification of the Financial Report

Victorian Auditor-General's Office Report

PAGE NO.

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FINANCIAL REPORT

CERTIFICATION OF THE FINANCIAL STATEMENTS

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



ANITA J MCFARLANE B.COMM (ACC)

Principal Accounting Officer

Location: Warracknabeal

Date: 29th September 2021

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

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

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



KARLY KIRK

Councillor

Location: Warracknabeal

Date: 29th September 2021



KYLIE ZANKER

Councillor

Location: Warracknabeal

Date: 29th September 2021



JESSIE HOLMES

Chief Executive Officer

Location: Warracknabeal

Date: 29th September 2021

Independent Auditor's Report

To the Councillors of Yarriambiack Shire Council

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
20 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

COMPREHENSIVE INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2020/21 \$'000	2019/20 \$'000
Income			
Rates and charges	3.1	12,848	12,607
Statutory fees and fines	3.2	191	214
User fees	3.3	870	925
Grants - operating	3.4	10,111	10,014
Grants - capital	3.4	4,974	3,601
Contributions - monetary	3.5	106	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(158)	(952)
Share of net profits (or loss) of associates and joint ventures	6.3	200	(39)
Other income	3.7	741	680
Total Income		29,882	27,050
Expenses			
Employee costs	4.1	(11,029)	(9,333)
Materials and services	4.2	(6,367)	(7,446)
Depreciation	4.3	(5,337)	(5,181)
Amortisation - right of use assets	4.4	(334)	(277)
Bad and doubtful debts	4.5	25	(9)
Contributions and donations	4.6	(834)	(775)
Finance costs - leases	4.7	(20)	(19)
Other expenses	4.8	(1,454)	(1,339)
Total Expenses		(25,350)	(24,379)
Surplus/(deficit) for the year		4,532	2,671
Other Comprehensive Income			
<i>Items that will not be reclassified to surplus or deficit in future periods</i>			
Net asset revaluation increment/(decrement)	6.2	(2,419)	206
Total Comprehensive Result		2,113	2,877

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

BALANCE SHEET

AS AT 30 JUNE 2021

	NOTE	2020/21 \$'000	2019/20 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	18,577	9,558
Trade and other receivables	5.1	1,875	2,646
Other financial assets	5.1	669	1,011
Inventories	5.2	555	326
Non current assets classified as held for sale	6.1	15	15
Other assets	5.2	165	232
Total Current Assets		21,855	13,788
Non-current assets			
Trade and other receivables	5.1	418	-
Other financial assets	5.1	-	295
Investments in associates	6.3	280	493
Property, infrastructure, plant and equipment	6.2	141,681	142,521
Right-of-use assets	5.8	655	937
Total Non-current Assets		143,034	144,246
Total Assets		164,889	158,034
Liabilities			
Current liabilities			
Trade and other payables	5.3	2,541	2,141
Trust funds and deposits	5.3	5,017	36
Provisions	5.5	3,354	3,646
Interest-bearing liabilities	5.4	58	21
Lease liabilities	5.8	333	335
Total Current Liabilities		11,303	6,179
Non-current liabilities			
Provisions	5.5	460	638
Interest-bearing liabilities	5.4	-	58
Lease liabilities	5.8	447	595
Total Non-current Liabilities		907	1,291
Total Liabilities		12,210	7,470
Net Assets		152,678	150,564
Equity			
Accumulated surplus		79,116	74,584
Reserves	9.1	73,561	75,980
Total Equity		152,678	150,564

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

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020/21					
Balance at beginning of the financial year		150,564	74,584	75,965	15
Surplus/(deficit) for the year		4,532	4,532	-	-
Net asset revaluation increment/(decrement)	6.2	(2,419)	-	(2,419)	-
Balance at end of the financial year		152,678	79,116	73,546	15

	NOTE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20					
Balance at beginning of the financial year		147,687	71,913	75,759	15
Adjusted Opening balance		147,687	71,913	75,759	15
Surplus/(deficit) for the year		2,671	2,671	-	-
Net asset revaluation increment/(decrement)	6.2	206	-	206	-
Balance at end of the financial year		150,564	74,584	75,965	15

The above statement of changes in equity should be read with the accompanying notes.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2020/21 Inflows/ (Outflows) \$'000	2019/20 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		12,572	12,607
Statutory fees and fines		191	214
User fees		870	925
Grants - operating		10,111	10,014
Grants - capital		4,974	3,601
Contributions - monetary		106	-
Interest received		19	101
Trust funds and deposits taken		5,017	1,498
Other receipts		1,463	579
Net GST refund/payment		961	1,691
Employee costs		(10,927)	(9,333)
Materials and services		(6,767)	(7,446)
Short-term, low value and variable lease payments		(333)	(285)
Trust funds and deposits repaid		(36)	(1,500)
Other payments		(2,288)	(1,886)
Net cash provided by/(used in) operating activities	9.2	15,933	10,780
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(7,407)	(9,362)
Proceeds from sale of property, infrastructure, plant and equipment		337	75
Payment for investments		(3,000)	-
Payment for financial assets		3,668	-
Loans and advances made		(491)	-
Net cash provided by/(used in) investing activities		(6,893)	(9,287)
Cash flows from financing activities			
Finance costs		-	(21)
Interest paid - lease liability		(20)	(19)
Repayment of lease liabilities		-	(285)
Net cash provided by/(used in) financing activities		(20)	(325)
Net increase/(decrease) in cash and cash equivalents		9,019	1,168
Cash and cash equivalents at the beginning of the financial year		9,558	8,390
Cash and cash equivalents at the end of the financial year		18,557	9,558
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

STATEMENT OF CAPITAL WORKS

FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2020/21 \$'000	2019/20 \$'000
Property			
Land		114	-
Total land		114	-
Buildings		430	596
Heritage buildings		6	92
Total buildings		436	688
Total Property		550	688
Plant and Equipment			
Plant, machinery and equipment		757	1,115
Fixtures, fittings and furniture		11	2
Computers and telecommunications		-	195
Library books		224	-
Total Plant and Equipment		992	1,312
Infrastructure			
Roads		5,535	5,993
Footpaths and kerb and channel		38	307
Recreational, leisure and community facilities		106	795
Waste management		87	267
Parks, open space and streetscapes		99	-
Total Infrastructure		5,865	7,362
Total Capital Works Expenditure		7,407	9,362
Represented by:			
New asset expenditure		524	771
Asset renewal expenditure		6,883	6,117
Asset upgrade expenditure		-	2,474
Total Capital Works Expenditure		7,407	9,362

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

OVERVIEW

Introduction

The Yarriambiack Shire Council was established by an Order of the Governor in Council on 19 January 1995 and is a body corporate.

The Council's main office is located at 34 Lyle Street, Warracknabeal.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable (refer to Note 8.2)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

On 16 March 2020, a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

- Additional revenue – Council has received extra grant funding as a result of COVID-19. Council receive \$20,000 for Australia Day 2021 COVID Safe Grant Program, \$15,000 for COVID Relief Program, \$60,000 for Business Concierge & Hospitality Support Program and \$132,000 for the Community Activation and Social Isolation Initiative Program. Council also continued to receive funding for the Work for Victoria program (\$396,000) during the 2020/21 year.
- Revenue reductions – Council's main reduction in user fees as a result of COVID was \$31,000 due to the Warracknabeal Leisure Complex being closed during lockdown and no revenue being generated.
- Revenue foregone – Council waived Health Registrations in 2020/21 due to COVID which was a reduction of \$19,000 and Council waived interest for the 2020/21 year which was a reduction of \$66,000.
- Revenue increases - Council has seen an increase during 2020/21 in Caravan Park fees of \$76,000. This increase has been due to tourists holidaying in the regional areas.

NOTES TO FINANCIAL STATEMENTS

NOTE 1: PERFORMANCE AGAINST BUDGET

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 24 June 2020. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
1.1 Income and Expenditure					
Income					
Rates and charges	12,862	12,848	(14)	(0%)	
Statutory fees and fines	187	191	4	2%	
User fees	966	870	(96)	(10%)	
Grants - operating	8,633	10,111	1,478	17%	1
Grants - capital	2,666	4,974	2,308	87%	2
Contributions - monetary	234	106	(128)	(55%)	3
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(72)	(158)	(86)	119%	
Share of net profits/(losses) of associates and joint ventures	-	200	200	100%	
Other income	46	741	695	1510%	4
Total Income	25,522	29,882	4,360	17%	
Expenses					
Employee costs	10,776	11,029	(253)	(2%)	
Materials and services	6,138	6,367	(229)	(4%)	
Depreciation	5,193	5,337	(144)	(3%)	
Amortisation - Right of use assets	-	334	(334)	0%	
Bad and doubtful debts	1	(25)	26	2600%	
Contributions and donations	674	834	(160)	(24%)	5
Borrowing costs	60	20	40	67%	
Other expenses	1,718	1,454	264	15%	6
Total Expenses	24,560	25,350	(790)	(3%)	
Surplus/(deficit) for the Year	962	4,532	5,151	535%	

EXPLANATION OF MATERIAL VARIATIONS

Ref	Item	Explanation
1	Grants - operating	Council operating grants are higher than budgeted due mainly to extra funding being received for projects such as the Community Activation and Social Isolation Initiative funding (\$132,000), Financial Assistance Grants (\$278,000), Kindergarten grants (\$518,000) and CHSP funding \$193,000.
2	Grants - capital	Council capital grants are \$2.3 million higher than budget due mainly to receiving 2 rounds of funding from the Local Roads and Community Infrastructure Program (\$1.79 million) funds and Agrilinks funding \$484,000. Council did not budget for this funding.
3	Contributions - monetary	Monetary contributions were less than budgeted due to delays in the delivery of projects.
4	Other income	Other income is higher than budgeted due mainly to the raising of the debtor for the overpayment of the recycling collection. The contractor and Council have both agreed on the amount to be repaid to Council over a 5 year period.
5	Contributions and donations	Council received Community Activation and Social Isolation Initiative funding (\$132,000) and Australia Day COVID Safe funding (\$20,000) which were given to community groups who applied for the funding.
6	Other expenses	The increase in other expenses is attributed to the increase in insurance premiums for the 2020/21 year.

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
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1.2 Capital works

Property

Land	-	114	114	100%	1
Total land	-	114	114		
Buildings	640	430	(210)	(33%)	2
Heritage buildings	183	6	(177)	(97%)	3
Total buildings	823	436	(387)	(47%)	
Total Property	823	550	(273)	(33%)	

Plant and Equipment

Plant, machinery and equipment	1,139	757	(382)	(34%)	4
Fixtures, fittings and furniture	7	11	4	57%	
Computers and telecommunications	35	-	(35)	(100%)	
Library Books	20	224	204	1020%	5
Total Plant and Equipment	1,201	992	(209)	(17%)	

Infrastructure

Roads	6,187	5,535	(652)	(11%)	6
Bridges	50	-	(50)	(100%)	
Footpaths and kerb and channel	100	38	(62)	(62%)	
Kerb and channel	200	-	(200)	(100%)	7
Drainage	27	-	(27)	(100%)	
Recreational, leisure and community facilities	135	106	(29)	(21%)	
Waste management	-	87	87	0%	
Parks, open space and streetscapes	10	99	89	890%	8
Total Infrastructure	6,709	5,865	(844)	(13%)	
Total Capital Works Expenditure	8,733	7,407	(1,326)	(15%)	

Represented by:

New asset expenditure	1,072	524	(548)	(51%)	
Asset renewal expenditure	4,511	6,883	2,372	53%	
Asset upgrade expenditure	3,150	-	(3,150)	(100%)	
Total Capital Works Expenditure	8,733	7,407	(1,326)	(15%)	

EXPLANATION OF MATERIAL VARIATIONS

Ref	Item	Explanation
1	Land	Council has purchased a block of land in Warracknabeal for the development of community units. Council is currently seeking funding for the build.
2	Buildings	Council had several projects that were budgeted for in the 2020/21 year that had not commenced at the end of the financial year due to various reasons. The Warracknabeal Office Records Shed (\$75,000) has been withdrawn, the Warracknabeal Tourist Information Centre and Public Amenities project (\$150,000) has been moved to the 2021/22 financial year and is awaiting on funding and the Caravan Park projects for fire safety equipment had had a contractor appointed to commence the project, but they have experienced some delays.
3	Heritage Buildings	Council had received funding to carry out works on Council halls. These projects had not been completed at the end of the 2020/21 year due to delays in being able to secure contractors to carry out the works.
4	Plant, machinery and equipment	Due to the delays in the delivery of the Flocon (\$400,00) this purchase has been transferred to the 2021/22 year.
5	Library Books	Council withdrew from the Wimmera Regional Library Corporation in September 2020. As part of the separation Council was given \$163,000 worth of book stock which has enabled Council to set up our own library service. Council also purchased \$60,000 new book stock. The withdrawal from the Wimmera Regional Library Corporation was supposed to be settled prior to 30 June 2020.
6	Roads	Several road projects which were budgeted to be completed in the 2020/21 year were moved forward and completed at the end of the 2019/20 year.
7	Kerb and channel	This project has been held over to the 2021/22 year.
8	Parks, open space and streetscapes	Council received funding for the purchase of street furniture which has been allocated across all towns.

NOTE 2: ANALYSIS OF COUNCIL RESULTS BY PROGRAM

Council delivers its functions and activities through the following programs.

2 (a) Community Services

Administration of maternal & child health services, immunisations, kindergartens and rental accommodation, homecare, senior citizen centres, meals on wheels, home maintenance and sundry welfare services.

Corporate Services

General rates and grants commission revenue, general administration and finance costs, which are not allocated to the other functions.

Economic Development

Commercial and industrial promotion, caravan parks, livestock exchange, tourist promotion and public conveniences.

Engineering

Construction and maintenance of roads and bridges, footpaths, packing facilities, traffic control, street lighting, street cleaning and drainage, plant operations, workshops and depots and quarries.

Governance

Governance provides an effective oversight of the organisation. Human resource management provides support to the organisation and ensures Council's customer focus includes communication and community engagement processes. Service areas include governance, enterprise risk and legal services.

Recreation, Culture and Leisure

Maintenance of halls, cultural buildings and operations of the library, parks and reserves, recreation centres, swimming pools, sporting clubs, saleyards and other sundries.

Regulatory Services

Planning, building control, fire prevention, animal control and the administration of local laws and the health act.

Waste and Environment

Rubbish collection, recycling and disposal and tree schemes.

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

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020/21					
Community Services	3,013	3,302	(289)	2,651	2,566
Corporate Services	17,766	2,358	15,408	5,873	20,626
Economic Development	1,836	1,196	640	1,443	2,015
Engineering	4,461	11,877	(7,416)	4,553	130,964
Governance	127	1,948	(1,821)	22	-
Recreation, Culture and Leisure	244	1,844	(1,600)	161	8,137
Regulatory Services	214	723	(509)	-	-
Waste and Environment	2,221	2,102	119	382	581
	29,882	25,350	4,532	15,085	164,889

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2019/20					
Community Services	3,868	2,992	876	3,532	4,522
Corporate Services	17,393	2,003	15,390	5,641	14,379
Economic Development	851	1,725	(874)	538	3,699
Engineering	2,732	10,340	(7,608)	3,325	126,052
Governance	4	1,468	(1,464)	-	-
Recreation, Culture and Leisure	427	2,077	(1,650)	330	8,875
Regulatory Services	256	788	(532)	30	-
Waste and Environment	1,519	2,985	(1,466)	219	507
	27,050	24,378	2,672	13,615	158,034

NOTE 3: FUNDING FOR THE DELIVERY OF OUR SERVICES

2020/21 \$'000	2019/20 \$'000
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3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the net market value after deducting selling costs.

The valuation base used to calculate general rates for 2020/21 was \$2,726 million (2019/20 \$2,565 million).

Residential	2,116	2,153
Commercial	347	354
Farm/Rural	8,713	8,493
Municipal charge	383	375
Waste management charge	1,204	1,179
Supplementary rates and rate adjustments	-	41
Interest on rates and charges	-	-
Revenue in lieu of rates	85	12
Total Rates and Charges	12,848	12,607

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

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Animal control fees and fines	33	48
Town planning and building fees	146	135
Health	2	20
Other	9	11
Total Statutory Fees and Fines	191	214

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Aged and health services	58	146
Aged and health services brokerage fees	99	79
Meals on wheels	86	-
Meals on wheels brokerage fees	35	-
Leisure centre and recreation	1	31
Caravan park fees	224	148
Waste management services	86	121
Rents	71	62
Saleyards fees and charges	106	100
Vic Roads fees and charges	10	10
Private works	-	40
Tourism	-	61
Rates	45	60
Maternal and child health	-	56
Other fees and charges	49	11
Total User Fees	870	925

	2020/21 \$'000	2019/20 \$'000
<i>User fees by timing of revenue recognition</i>		
User fees recognised over time	870	925
Total user fees	870	925

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

3.4 Funding from other levels of government

Grants were received in respect of the following :

Summary of grants

Commonwealth funded grants	10,928	9,724
State funded grants	4,157	3,890
Total Grants Received	15,085	13,614

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants	5,807	5,618
General home care	615	545
Meals on wheels	97	104
Senior citizens	-	40
Other	522	-
Total Recurrent - Commonwealth Government	7,041	6,307

Recurrent - State Government

Kindergartens	1,218	913
Aged care	18	77
Meals on wheels	-	2
Senior citizens	-	10
Maternal and child health	370	361
Recycling	-	12
Library	126	-
Sustainability	113	81
Youth	47	78
CASI	150	-
Other	93	12
Total Recurrent - State Government	2,135	1,546

Total Recurrent Operating grants	9,176	7,854
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Non-recurrent - Commonwealth Government

Drought	-	1,400
Total Non-recurrent - Commonwealth Government	-	1,400

	2020/21 \$'000	2019/20 \$'000
<i>Non-recurrent - State Government</i>		
Work for Victoria	396	213
Economic development	350	441
Covid	75	-
Information Technology	66	-
Heritage	6	-
Tourism	-	75
Planning	10	30
Other	32	1
Total Non-recurrent - State Government	935	760
Total Non-recurrent Operating grants	935	2,160
Total Operating grants	10,111	10,014
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to Recovery	1,984	1,984
Total Recurrent - Commonwealth Government	1,984	1,984
Total Recurrent Capital Grants	1,984	1,984
<i>Non-recurrent - Commonwealth Government</i>		
Livestock exchange	184	20
Drought	-	12
Local Roads and Community Infrastructure	1,719	-
Total Non-recurrent - Commonwealth Government	1,903	32
<i>Non-recurrent - State Government</i>		
Library	-	120
Halls	-	122
Sustainability	-	24
Recreation	10	89
Fixing Country Roads	-	1,023
Vic Roads	195	-
AgriLinks	484	-
Local Roads to Market	31	-
Waste Management	367	207
Total Non-recurrent - State Government	1,087	1,585
Total non-recurrent capital grants	2,990	1,617
Total Capital Grants	4,974	3,601
TOTAL GRANTS	15,085	13,615

	2020/21 \$'000	2019/20 \$'000
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(c) Unspent grants received on condition that they be spent in a specific manner

OPERATING

Balance at start of year	573	70
Received during the financial year and remained unspent at balance date	4,108	573
Received in prior years and spent during the financial year	(573)	(70)
Balance at year end	4,108	573

CAPITAL

Balance at start of year	100	1,070
Received during the financial year and remained unspent at balance date	909	100
Received in prior years and spent during the financial year	(100)	(1,070)
Balance at year end	909	100

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

Monetary	106	-
Total contributions	106	-

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

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

Proceeds of sale	337	75
Written down value of assets disposed	(495)	(1,027)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(158)	(952)

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

	2020/21 \$'000	2019/20 \$'000
3.7 Other Income		
Interest	19	35
Interest on rates	-	66
Workcover reimbursements	3	35
Private use vehicle reimbursements	75	74
Insurance recoupment	44	11
Leave Transfer from other Councils	27	47
Income protection	82	328
Community facilities	-	77
Legal costs recovered	61	-
Recycling recoupment	526	-
Fire Service Levy	30	-
Employee contributions	38	-
Other	(163)	7
Total Other Income	741	680

Interest is recognised as it is earned. Rate interest was waived for 2020/21 due to the impacts of COVID 19.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

NOTE 4: THE COST OF DELIVERING SERVICES

	2020/21 \$'000	2019/20 \$'000
4.1 (a) Employee costs		
Wages and salaries	8,512	6,778
WorkCover	242	219
Superannuation	1,002	816
Fringe benefits tax	32	21
Annual leave and long service leave	718	931
Conferences and training	165	-
Councillor allowances	204	186
Income protection	15	-
Redundancies	-	95
Other	139	287
Total Employee Costs	11,029	9,333

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	66	74
Employer contributions payable at reporting date.		

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	589	548
Employer contributions - Other Funds	253	194
	842	742

Employer contributions payable at reporting date.

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

4.2 Materials and service

Contracts	929	690
Waste management	1,208	1,131
Weir pool	84	495
Swimming pool	87	479
Community projects	234	537
Road works	413	-
Gravel Pit works	40	-
Communication	35	-
Information technology contract	527	118
Materials and services	1,187	2,325
Building and ground maintenance	93	282
Supply of meals	231	142
Utilities	388	282
External plant hire	166	33
Information technology and equipment	280	235
Consultants	422	634
Other	41	63
Total Materials and Services	6,367	7,446

	2020/21 \$'000	2019/20 \$'000
4.3 Depreciation		
Property	613	533
Plant and equipment	1,091	1,043
Infrastructure	3,634	3,605
Total Depreciation	5,337	5,181

Refer to note 5.2 (c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets

Vehicles	334	277
Total Amortisation - Right of use assets	334	277

4.5 Bad and doubtful debts

Rates other	13	-
Rates debtors	(38)	9
Total Bad and Doubtful Debts	(25)	9

Movement in provisions for doubtful debts

Balance at the beginning of the year	272	265
New provisions recognised during the year	147	207
Amounts already provided for and written off as uncollectible	-	1
Amounts provided for but recovered during the year	(172)	(201)
Balance at end of Year	247	272

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

4.6 Contributions and donations

Regional Library	-	167
Sporting reserves	172	171
Swimming pools	224	220
Economic development	204	118
Community halls	36	34
Kindergartens	-	3
Weir Pools	29	31
Others	169	31
Total contributions and donations	834	775

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs - Leases

Interest - Lease Liabilities	20	19
Total finance costs	20	19

	2020/21 \$'000	2019/20 \$'000
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	28	26
Auditors' remuneration - Internal	29	41
Insurances	703	638
Operating lease rentals	136	92
Printing and stationery	56	75
Advertising	77	101
Postage	21	27
Legal costs	139	23
Subscriptions	207	153
Water	-	107
Registrations	125	-
Bank fees and charges	34	36
Others	(101)	20
Total Other Expenses	1,454	1,339

NOTE 5: OUR FINANCIAL POSITION

	2020/21 \$'000	2019/20 \$'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	1	1
Cash at bank	14,908	9,557
Term deposits	3,668	-
Total Cash and Cash Equivalents	18,577	9,558
(b) Other financial assets		
Term deposits - current	669	1,011
Term deposits - non-current	-	295
Total other financial assets	669	1,306
Total Financial Assets	19,246	10,864
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits (Note 5.3)	-	36
Unspent grants (Note 3.4)	5,017	673
Total Restricted Funds	5,017	709
Total Unrestricted Cash and Cash Equivalents	9,892	8,849

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

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

	2020/21 \$'000	2019/20 \$'000
(c) Trade and other receivables		
CURRENT		
Rates debtors	1,688	2,000
Infringement debtors	-	3
Provision for doubtful debts	(172)	(211)
<i>Non statutory receivables</i>		
Loans and advances to community organisations	73	-
Other debtors	361	916
Provision for doubtful debts - other debtors	(75)	(62)
Total current trade and other receivables	1,875	2,646
NON-CURRENT		
<i>Non statutory receivables</i>		
Loans and advances to community organisations	418	-
Total non-current trade and other receivables	418	-
Total trade and other receivables	2,293	2,646

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

(d) Ageing of Receivables

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

Current (not yet due)	161	797
Past due by up to 30 days	98	19
Past due between 31 and 180 days	506	9
Past due between 181 and 365 days	12	29
Past due by more than 1 year	-	-
Total trade and other receivables	777	854

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$75,000 (2020: \$62,000) were impaired. The amount of the provision raised against these debtors was \$75,000 (2020: \$62,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	-
Past due by more than 1 year	75	62
Total trade & other receivables	75	62

5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	555	326
Total inventories	555	326

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	149	226
Accrued income	16	6
Total other assets	165	232

5.3 Trade and other payables

(a) Trade and other payables

Trade payables	4,742	2,220
Net GST payable	(172)	(163)
Accrued expenses	(2,029)	84
Total trade and other payables	2,541	2,141

(b) Trust funds and deposits

Refundable deposits	-	12
Fire services levy	-	24
Total trust funds and deposits	-	36

(c) Unearned income

Grants received in advance - operating	4,108	-
Grants received in advance - capital	909	-
Total unearned income	5,017	-

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

	2020/21 \$'000	2019/20 \$'000
5.4 Interest-bearing liabilities		
Current		
Finance leases	58	21
	58	21
Non-current		
Finance leases	-	58
Total	-	58
Total Interest-bearing Liabilities	58	79

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

Not later than one year	58	21
Later than one year and not later than five years	-	58
	58	79

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

	Annual Leave \$'000	Long Service Leave \$'000	Sick Leave \$'000	Landfill & Gravel Pit restoration \$'000	Total \$'000
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5.5 Provisions

2020/21

Balance at beginning of the financial year	1,337	1,935	126	885	4,283
Additional provisions	790	242	9		1,041
Amounts used	(818)	(318)	(27)	(356)	(1,519)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	9	-	-	9
Balance at the end of the financial year	1,309	1,868	108	529	3,814

2019/20

Balance at beginning of the financial year	1,386	2,044	138	524	4,092
Additional provisions	772	50	21	553	1,396
Amounts used	(821)	(268)	(33)	(192)	(1,314)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	109	-	-	109
Balance at the end of the financial year	1,337	1,935	126	885	4,283

	2020/21 \$'000	2019/20 \$'000
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(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	842	857
Long service leave	327	279
Sick Leave	64	88
	1,233	1,224

Current provisions expected to be wholly settled after 12 months

Annual leave	467	480
Long service leave	1,403	1,482
	1,870	1,962

Total Current Employee Provisions	3,103	3,186
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Non-current

Long service leave	138	174
Annual leave	44	38
Total non-current employee provisions	182	212

Aggregate carrying amount of employee provisions:

Current	3,103	3,186
Non-current	182	212
Total Aggregate Carrying amount of Employee Provisions	3,285	3,398

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

WAGES AND SALARIES AND ANNUAL LEAVE

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

LONG SERVICE LEAVE

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

Key assumptions:

	2020/21	2019/20
- discount rate	1.491%	0.872%
- index rate	2.950%	4.250%

	2020/21 \$'000	2019/20 \$'000
(b) Landfill restoration		
Current	251	459
Non-current	278	426
	529	885

Council is obligated to restore landfill and gravel pit sites to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- discount rate	1.491%	0.872%
- index rate	2.950%	4.250%

5.6 Financing arrangements

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

Bank overdraft	3,500	2,500
Credit card facilities	5	5
Other facilities	300	300
Total facilities	3,805	2,805
Used facilities	(279)	(244)
Unused facilities	3,526	2,561

5.7 Commitments

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

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

2020/21

Operating

Internal Audit Services	26	26	78	130
Supply of PPE Clothing	50	45	135	230
Meals on Wheels	160	-	-	160
Brim & Rupanyup Netball / Tennis Court Reconstruction	1,395	-	-	1,395
Communications Consultant	43	43	86	172
Kerbside Recycling Collection	286	-	-	286
Kerbside Garbage Collection	121	-	-	121
Information, Communication & Technology Managed Service Provider	204	204	-	408
Total	2,285	318	299	2,902

Capital

Buildings	1,140	-	-	1,140
Roads	530	330	330	1,190
Total	1,670	330	330	2,330

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

2019/20

Operating

Recycling	460	-	-	460
Garbage collection	323	-	-	323
Grounds Maintenance contract for Council building	10	11	-	21
Meals for delivery	159	-	-	159
Cleaning contract for Hopetoun Caravan Park	29	-	-	29
Total Commitments	981	11	-	992

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

	Vehicles \$'000	Total \$'000
<i>Right-of-Use Assets</i>		
Balance at 1 July 2019	470	470
Additions	744	744
Amortisation charge	(277)	(277)
Balance at 30 June 2020	937	937
Balance at 1 July 2020	937	937
Additions	335	335
Amortisation charge	(617)	(617)
Balance at 30 June 2021	655	655
	2020/21 \$'000	2019/20 \$'000
<i>Lease Liabilities</i>		
<i>Maturity analysis - contractual undiscounted cash flows</i>		
Less than one year	333	285
One to five years	454	652
Total undiscounted lease liabilities as at 30 June:	787	937
Lease liabilities included in the Balance Sheet at 30 June:		
Current	333	335
Non-current	447	595
Total lease liabilities	780	930

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Leases of low value assets	-	2
Total	-	2

Variable lease payments (not included in measurement of lease liabilities)

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

Within one year	-	2
Total lease commitments	-	2

NOTE 6: ASSETS WE MANAGE

	2020/21 \$'000	2019/20 \$'000
6.1 Non current assets classified as held for sale		
Cost of acquisition	15	15
Total non current assets classified as held for sale	15	15

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	<i>At Fair Value 30 June 2020 \$'000</i>	<i>Additions \$'000</i>	<i>Revaluation \$'000</i>	<i>Depreciation \$'000</i>	<i>Disposal \$'000</i>	<i>At Fair Value 30 June 2021 \$'000</i>
Land	1,869	114	22	-	-	2,005
Property	14,406	80	-	(612)	-	13,874
Plant and equipment	6,026	992	-	(1,091)	(93)	5,835
Infrastructure	120,223	5,298	(2,441)	(3,635)	(401)	119,044
Work in progress	-	923	-	-	-	923
Total	142,524	7,407	(2,419)	(5,338)	(494)	141,681

Summary of Work in Progress

	<i>Opening WIP \$'000</i>	<i>Additions \$'000</i>	<i>Write-off \$'000</i>	<i>Transfers \$'000</i>	<i>Closing WIP \$'000</i>
Property	-	356	-	-	356
Infrastructure	-	567	-	-	567
Total	-	923	-	-	923

(a) Property

At fair value 1 July 2020

Accumulated depreciation at 1 July 2020

Movements in fair value

Additions

Revaluation

Movements in accumulated depreciation

Depreciation and amortisation

At fair value 30 June 2021

Accumulated depreciation at 30 June 2021

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Heritage Buildings \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2020	1,809	60	1,869	1,714	11,709	983	14,406	-	16,275
Accumulated depreciation at 1 July 2020	-	-	-	-	-	-	-	-	-
Movements in fair value	1,809	60	1,869	1,714	11,709	983	14,406	-	16,275
Additions	-	114	114	6	74	-	80	356	550
Revaluation	22	-	22	-	-	-	-	-	22
	22	114	136	6	74	-	80	356	572
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(138)	(449)	(25)	(612)	-	(612)
	-	-	-	(138)	(449)	(25)	(612)	-	(612)
At fair value 30 June 2021	1,831	174	2,005	1,720	11,783	983	14,486	356	16,847
Accumulated depreciation at 30 June 2021	-	-	-	(138)	(449)	(25)	(612)	-	(612)
	1,831	174	2,005	1,582	11,334	958	13,874	356	16,235

(b) Plant and Equipment

At fair value 1 July 2020

Accumulated depreciation at 1 July 2020

Movements in fair value

Additions
Disposal
Prior period error
Impairment losses recognised in operating result

Movements in accumulated depreciation

Depreciation and amortisation
Accumulated depreciation of disposals
Prior period error

At fair value 30 June 2021

Accumulated depreciation at 30 June 2021

	Plant machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and Telecoms \$'000	Library Books \$'000	Total plant and equipment \$'000
At fair value 1 July 2020	12,127	329	808	-	13,264
Accumulated depreciation at 1 July 2020	(6,462)	(292)	(484)	-	(7,238)
	5,665	37	324	-	6,026
Movements in fair value					
Additions	757	11	-	224	992
Disposal	(481)	(38)	(307)	-	(826)
Prior period error	-	(1)	-	-	(1)
Impairment losses recognised in operating result	-	-	-	-	-
	276	(28)	(307)	224	166
Movements in accumulated depreciation					
Depreciation and amortisation	(988)	(13)	(71)	(19)	(1,091)
Accumulated depreciation of disposals	373	52	307	-	732
Prior period error	-	-	2	-	2
	(615)	39	238	(19)	(357)
At fair value 30 June 2021	12,403	302	501	224	13,430
Accumulated depreciation at 30 June 2021	(7,077)	(253)	(246)	(19)	(7,595)
	5,326	49	255	205	5,835

	Roads	Bridges	Footpaths, Kerb & Channel	Drainage	Recreational, Leisure & Community	Waste Management	Parks, Open Streetscapes & Aerodromes	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(c) Infrastructure										
At fair value 1 July 2020	193,038	4,308	18,099	8,786	8,271	507	1,000	3,026	900	237,935
Accumulated depreciation at 1 July 2020	(97,788)	(2,052)	(10,751)	(5,219)	-	-	-	(1,653)	(249)	(117,712)
	95,250	2,256	7,348	3,567	8,271	507	1,000	1,373	651	120,223
Movements in fair value										
Additions	4,968	-	38	-	106	87	99	-	567	5,865
Revaluation	(2,861)	(1,635)	(29)	(689)	-	-	-	77	-	(5,137)
Disposal	(1,756)	-	(44)	-	-	-	-	-	-	(1,800)
	351	(1,635)	(35)	(689)	106	87	99	77	-	(1,072)
Movements in accumulated depreciation										
Depreciation and amortisation	(2,931)	(33)	(230)	(104)	(240)	(13)	(14)	(47)	(23)	(3,635)
Accumulated depreciation of disposals	1,365	-	34	-	-	-	-	-	-	1,399
Revaluation	894	655	947	241	-	-	-	(39)	(2)	2,696
	(672)	622	751	137	(240)	(13)	(14)	(86)	(25)	460
At fair value 30 June 2021	193,389	2,673	18,064	8,097	8,377	594	1,099	3,103	900	236,863
Accumulated depreciation at 30 June 2021	(98,460)	(1,430)	(10,000)	(5,082)	(240)	(13)	(14)	(1,739)	(274)	(117,252)
	94,929	1,243	8,064	3,015	8,137	581	1,085	1,364	626	119,611

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land & land improvements		
land	-	1,000
land under roads	-	1,000
Buildings		
buildings	30 - 75 years	5,000
heritage buildings	50 years	5,000
Plant and Equipment		
plant, machinery and equipment	5 - 25 years	1,000
motor vehicles	1 - 15 years	1,000
fixtures, fittings and furniture	3 - 15 years	1,000
Infrastructure		
earthworks all		5,000
gravel road pavements / resheets	10 - 14 years	2,000
sealed road pavements	60 years	5,000
sealed road final seal	12 years	2,000
bridges	80 years	5,000
footpaths, kerb and channel	25 years	2,000
drainage	25 - 80 years	5,000
aerodromes	12 years	5,000
recreation and leisure	30 - 75 years	5,000
parks and open space	30 - 75 years	5,000
waste management	4 - 30 years	5,000
other infrastructure	4 - 30 years	5,000

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

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

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

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, Preston Rowe Paterson National Property Consultant - Benjamin Sawyer AAPI Reg 63163. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

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

	Level 1	Level 2	Level 3	Date of Valuation
Land - non specialised	-	174	-	Jun-20
Land - specialised	-	-	1,831	Jun-20
Buildings - heritage	-	-	1,582	Jun-20
Buildings - specialised	-	-	11,334	Jun-20
Buildings - non specialised	-	958	-	Jun-20
Total	-	1,132	14,747	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with AASB 113 Fair Value utilising the cost approach (replacement cost) method, internally utilising Assetfinda software and processed by Ram Upadhyaya, Certified Engineer (BE Civil) (MIEAus).

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

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	94,929	Jun-21
Bridges	-	-	1,243	Jun-21
Footpaths, kerb and channel	-	-	8,064	Jun-21
Drainage	-	-	3,015	Jun-21
Recreational, leisure and community facilities	-	-	8,137	Jun-21
Waste management	-	-	581	Jun-21
Parks, open space and streetscapes	-	-	1,085	Jun-21
Aerodromes	-	-	1,364	Jun-21
Other infrastructure	-	-	626	Jun-21
Total	-	-	119,044	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$10 to \$6,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 75 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 12 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2020/21 \$'000	2019/20 \$'000
Reconciliation of specialised land		
Other land	1,831	1,809
Total Specialised Land	1,831	1,809

6.3 Investments in associates

(a) Investments in associates accounted for by the equity method are:

Wimmera Regional Library Corporation	-	361
Wimmera Development Association	280	132
Total Investments in Associates	280	493

Wimmera Development Association

Background

Yarriambiack Shire Council in conjunction with Horsham Rural City Council, Hindmarsh Shire Council, Northern Grampians Shire Council and West Wimmera Shire Council have an interest in the Wimmera Development Association. Wimmera Development Association (WDA) is the peak economic development organisation for the Wimmera Southern-Mallee region supporting existing local businesses and promoting economic development opportunities to investors. Yarriambiack Shire Council currently has a 13.58% equity interest, (13.58% in 2019/20).

Fair value of Council's investment in Wimmera Development Association	280	132
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Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus/(deficit) at start of year	55	67
Reported surplus (deficit) for year	148	5
Transfers (to) from reserves	(3)	(17)
Distributions for the year	-	-
Council's share of accumulated surplus (deficit) at end of Year	200	55

Council's share of reserves

Council's share of reserves at start of year	(19)	(2)
Transfers (to) from reserves	(3)	(17)
Council's share of reserves at end of Year	(22)	(19)

Movement in carrying value of specific investment

Carrying value of investment at start of year	132	128
Share of surplus (deficit) for year	148	4
Carrying value of investment at end of Year	280	132

Council's share of expenditure commitments

Operating commitments	218	157
Council's share of expenditure commitments	218	157

Wimmera Regional Library Corporation

Background

Yarriambiack Shire Council was a member of the Wimmera Regional Library Corporation but Council gave notice that they were withdrawing from the corporation as at the 30 June 2020. The final financial settlement of the withdrawal was received in October 2020.

Fair value of Council's investment in Wimmera Regional Library Corporation	-	132
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Movement in carrying value of specific investment

Carrying value of investment at start of year	361	396
Share of surplus(deficit) for year	(113)	(35)
Share of asset revaluation	(164)	-
Distributions received	(84)	-
Carrying value of investment at end of Year	-	361

Council's share of expenditure commitments

Operating commitments	(113)	-
Council's share of expenditure commitments	(113)	-

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2021, and their income and expenses for that part of the reporting period in which control existed.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

Entities consolidated into Council include:

- Hopetoun Swimming Pool Committee of Management
- Murtoa Community Units Committee of Management
- Woomelang Community Units Committee of Management

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

NOTE 7: PEOPLE AND RELATIONSHIPS

2020/21 2019/20

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Yarriambiack Shire Council is the parent entity.

Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors:

Councillor Graeme Massey (Mayor)

Councillor Kylie Zanker

Councillor Tom Hamilton

Councillor Corrine Heintz

Councillor Karly Kirk (*elected 2020*)

Councillor Andrew McLean (*elected 2020*)

Councillor Chris Lehmann (*elected 2020*)

Councillor Jean Wise (*retired 2020*)

Councillor Shane Roberts (*retired 2020*)

Chief Executive Officer - Jessie Holmes

Director Business Strategy & Performance - Tammy Smith

Director Community & Development - Gavin Blinman

Director Assets & Operations - Michael Evans

Total Number of Councillors	9	6
Total of Chief Executive Officer and other Key Management Personnel	4	4
Total Number of Key Management Personnel	13	10

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	829	811
Long-term benefits	15	15
Post employment benefits	100	114
Total	944	940

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

\$0 - \$9,999	2	-
\$10,000 - \$19,999	3	-
\$20,000 - \$29,999	3	6
\$60,000 - \$69,999	1	1
\$140,000 - \$149,999	-	3
\$160,000 - \$169,999	2	1
\$170,000 - \$179,999	1	-
\$210,000 - \$219,999	1	1
	13	12

(d) Senior Officer Remuneration

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

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

There are no other senior officers other than the key management personnel

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into a transaction with the Wimmera Development Association which is a related party.

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(b) Outstanding balances with related parties

There are no outstanding balances as the end of the reporting period in relation to transactions with related parties

(c) Loans to/from related parties

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

No loans have been made, guaranteed or secured by the Council during the reporting year. (2019/20 \$Nil)

(d) Commitments to/from related parties

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

No commitments have been made, guaranteed or secured by the Council during the reporting year. (2019/20 \$Nil).

NOTE 8: MANAGING UNCERTAINTIES

8.1 *Contingent assets and liabilities*

(a) Contingent assets

There are no contingent assets of which Council is aware at balance date.

(b) Contingent liabilities

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

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2020/21 year (\$0 during the 2019/20 year). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$88,000.

Liability Mutual Insurance

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

(c) Guarantees for loans to other entities

The Department of Environment, Land, Water & Planning holds a National Australia Bank Guarantee given by the Council for the sum of \$244,000, which is being used if a site is damaged after gravel extraction. This continues to be reviewed on a yearly basis.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

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

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

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

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

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

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

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1% and - 1% in market interest rates (AUD) from year-end rates of 1%.

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

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

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

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

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

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

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

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

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

NOTE 9: OTHER MATTERS

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
9.1 Reserves			
<i>(a) Asset Revaluation Reserves</i>			
2020/21			
Property			
Land & land improvements	2,173	22	2,195
Buildings	16,052	-	16,052
	18,225	22	18,247
Infrastructure			
Roads	48,090	(1,967)	46,123
Bridges	1,545	(980)	565
Footpaths and kerb and channel	3,414	918	4,332
Drainage	3,358	(448)	2,910
Recreational, leisure and community facilities	1,087	-	1,087
Waste management	(48)	-	(48)
Parks, open space and streetscapes	(250)	-	(250)
Aerodromes	383	38	421
Other infrastructure	161	(2)	159
	57,740	(2,441)	55,299
Total Asset Revaluation Reserves	75,965	(2,419)	73,546
2019/20			
Property			
Land & land improvements	1,725	448	2,173
Buildings	16,835	(783)	16,052
	18,560	(335)	18,225
Infrastructure			
Roads	48,329	(239)	48,090
Bridges	1,503	42	1,545
Footpaths and kerb and channel	3,453	(39)	3,414
Drainage	3,262	96	3,358
Recreational, leisure and community facilities	-	1,087	1,087
Waste management	-	(48)	(48)
Parks, open space and streetscapes	-	(250)	(250)
Aerodromes	340	43	383
Other infrastructure	312	(151)	161
	57,199	541	57,740
Total Asset Revaluation Reserves	75,759	206	75,965

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
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(b) Other Reserves

2019/20

Aerodrome Maintenance	15	-	15
Total Other Reserves	15	-	15

2020/21

Aerodrome Maintenance	15	-	15
Total Other Reserves	15	-	15

	2020/21 \$'000	2019/20 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus/ (deficit)		
Surplus/(deficit) for the year	4,532	2,671
Profit/(loss) on disposal of property, infrastructure, plant and equipment	158	952
Bad and doubtful debts	(25)	9
Share of net profit/(loss) of associates	148	(31)
Depreciation	5,337	5,450
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	353	801
(Increase)/decrease in other assets	(67)	(87)
Increase/(decrease) in trade and other payables	394	704
(Increase)/decrease in inventories	229	187
Increase/(decrease) in provisions	(470)	95
Increase/(decrease) in trust funds and deposits	4,981	(2)
(Increase)/decrease in investments in associates	213	31
Increase/(decrease) in lease liabilities	150	-
Net cash provided by/(used in) operating activities	15,933	10,780

9.3 Superannuation

Yarriambiack Shire Council (Council) makes all of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver receives both employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

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

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

Funding arrangements

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

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

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

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

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

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

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

	2021 (Triennial) \$M	2020 (Triennial) \$M
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

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

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

The 2021 interim actuarial investigation

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

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

SCHEME	TYPE OF SCHEME	RATE	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	66	74
Vision super	Accumulated fund	9.50%	842	742

There were \$88,000 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.



PERFORMANCE STATEMENT



PERFORMANCE STATEMENT

For the year ended 30 June 2021

DESCRIPTION OF THE MUNICIPALITY

Yarriambiack Shire Council is situated in the Grampians and Mildura & Murray Outback Regions and provides a link between Horsham in the south and Mildura in the northern end of that region. The Yarriambiack Creek is the main natural feature traversing the Shire. The area is also linked by road and rail systems that run in a north-south direction. The area has an almost ideal climate with a short winter and delightful autumn and spring. Summer temperatures can be hot, particularly in the north.

Yarriambiack Shire has an estimated residential population of 6,658 people. Warracknabeal is the main service centre of the area, with a catchment pattern that extends from the northern Wimmera to the Southern Mallee. It is complemented by Hopetoun in the north and Minyip, Murtoa and Rupanyup in the south, with 13 small towns spread throughout the Municipality.

The Shire is the heartland of grain production and handling in the Wimmera and Mallee. The dry-land farming area produces one quarter of Victoria's total production of wheat and barley and is noted for the production of lambs and wool.

Of the population, almost half the workforce is employed in agriculture. Many other residents depend indirectly on farming as they are employed in services used by the farming population. The population trends are remarkably similar to other areas across most of the Wimmera/Mallee.

TOWNSHIPS AND AREAS

- | | | |
|-------------|------------------|---------------------------|
| • Ailsa | • Laen | • Tempy |
| • Angip | • Lah | • Turriff |
| • Areegra | • Lascelles | • Wallup |
| • Aubrey | • Lawler | • Warracknabeal |
| • Bangerang | • Longerenong | • Wilkur |
| • Beulah | • Lubeck | • Willenabrina |
| • Boolite | • Minyip | • Woomelang |
| • Brim | • Murra Warra | • Wyperfeld National Park |
| • Cannum | • Murtoa | • Yaapeet |
| • Crymelon | • Patchewollock | • Yarto |
| • Hopetoun | • Rich Avon West | • Tempy |
| • Hopevale | • Rosebery | • Woomelang |
| • Jung | • Rupanyup | • Yaapeet |
| • Kellalac | • Sheep Hills | • Sheep Hills |
| • Kewell | • Speed | • Rosebery |
| | | • Turriff |

BORDERS

Yarriambiack Shire shares borders with the municipalities of:

- Mildura Rural City Council
- Buloke Shire Council
- Hindmarsh Shire Council
- Northern Grampians Shire Council
- Horsham Rural City Council

OVERVIEW OF 2021

During the financial year council experienced a number of achievements. Our IT transformation to upgrade hardware and software has met with state-wide success as Council won the 2021 MAV Digital Leadership Achievement of the Year. We have continued our pursuit of Federal and State funding to finance projects in many of towns. Among the new projects is the redevelopment of the Hoptoun Powerhouse building to create a venue for an artist in residence. Grants were obtained to upgrade our 14 halls and significant finance was obtained to develop netball and tennis facilities at Beulah, Brim and Rupanyup. We have successfully delivered a transformed library service through Yarriambiack Libraries with an increased borrowing rate from 9% to 14% and our first year of 3-year-old kinder reported nearly 100% of eligible children had participated. All our achievements are elaborated on in more detail throughout the Annual Report.

BASIS OF PREPARATION

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

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

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

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 24 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2021

Indicator/measure	2017/18	2018/19	2019/20	2020/21	Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$3,297.32	\$3,107.69	\$3,661.46	\$3,847.91	No material variation
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$21,094.11	\$20,901.47	\$21,125.26	\$21,505.92	No material variation
Population density per length of road [Municipal population / kilometres of local roads]	1.40	1.39	1.41	1.39	No material variation
Own-source Revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$2,074.10	\$1,972.81	\$2,017.72	\$2,246.21	There has been an increase in other income due to the reinitiation of an overpayment of a waste contract.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$1,357.56	\$1,320.07	\$1,477.77	\$2,289.77	There has been an increase in the number of recurrent grants such as the financial assistance grant (\$189,000), Kindergartens received an extra \$305,000 and library \$126,000.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	1	1	1	1	No material variation
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.7%	9.0%	10.9%	16.84%	There has been an increase in the number of staff resignations during the 2020-2021 year. Due to the small number of staff employed by Council, staff turnover statistics are sensitive to resignations.

SUSTAINABLE CAPACITY DEFINITIONS

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

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

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Indicator/measure	2017/18	2018/19	2019/20	2020/21	Material Variations
Aquatic Facilities					
Utilisation					
Utilisation of aquatic facilities	0.48	0.51	0.35	0.49	The number of visitors to the Hopetoun Pool has increased by 861 visitors.
[Number of visits to aquatic facilities / Municipal population]					
Animal Management					
Health and safety					
Animal management prosecutions	0	0	0	100%	There was one successful animal management prosecution recorded. In previous years Council have had no animal management prosecutions.
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					
Food Safety					
Health and safety					
Critical and major non-compliance notifications	100.00%	100.00%	100.00%	100.00%	Council engages proactively with businesses to achieve compliance through education.
[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] x 100					
Governance					
Satisfaction					
Satisfaction with Council decisions	61	63	58	61	Based on the annual Community Satisfaction Survey completed in the 2020-2021 financial year.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Indicator/measure	2017/18	2018/19	2019/20	2020/21	Material Variations
Libraries					
Participation					
Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	9%	9%	9.61%	8.13%	Council is continuing to promote and educate the community on how to use the new library service.
Maternal and Child Health (MCH)					
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75%	93%	90.08%	90.00%	Council continue to have an acceptable participation rate in the MCH service.
Participation					
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	100%	100%	93.75%	98.48%	Variation reflects small number of Aboriginal people within the Shire. Participation in key ages and stage visits reflect the results over the years.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Indicator/measure	2017/18	2018/19	2019/20	2020/21	Material Variations
Roads					
Satisfaction					
Satisfaction with sealed local road					
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	38	42	40	39	Based on the annual Community Satisfaction Survey completed in the 2020-2021 financial year.
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT					
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0	0	0	0	No planning applications were sent to VCAT during the 2020-2021 financial year.
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	25.31%	24.78%	2.18%	21.54%	During the 2020-2021 year the recyclable industry has resumed accepting waste as per previous years.

SERVICE PERFORMANCE DEFINITIONS

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

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

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

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

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

“class 1 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under Section 19C of that Act “class 2 food

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

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

“food premises” has the same meaning as in the Food Act 1984

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

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

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

“population” means the resident population estimated by Council

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

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension/indicator/measure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Material Variations
Efficiency									
Expenditure level									
Expenses per property assessment	\$3,143.29	\$2,955.86	\$3,502.59	\$3,621.43	\$4,055	\$3,410	\$3,505	\$3,621	Expenses per property assessment have increased due to the increase in grants received for community projects.
[Total expenses / Number of property assessments]									
Revenue level									
Average rate per property assessment	New in 2020	New in 2020	\$1,634.34	\$1,835.43	\$1,870	\$1,913	\$1,952	\$1,991	Average rate per property assessment is forecast to increase in line with the expected rate cap.
[General rates and Municipal charges / Number of property assessments]									
Liquidity									
Working capital									
Current assets compared to current liabilities	176.23%	265.80%	223.14%	193.36%	149.31%	144.09%	140.34%	131.42%	Current assets have increased by \$7million due to receiving extra grant funding at the end of the 2020-2021 financial year. Liabilities have decreased by \$5million due to lower trade payables and decreases in provisions.
[Current assets / Current liabilities] x 100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	118.17%	145.37%	154.69%	131.90%	33.18%	31.59%	29.19%	21.61%	The decline in grant monies will lead to a reduction in unrestricted cash in future years.
[Unrestricted cash / Current liabilities] x 100									

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension/indicator/measure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Material Variations
<u>Obligations</u>									
Loans and borrowings									
Loans or borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x 100</i>	1.02%	0.81%	0.63%	0.45%	3.83%	3.38%	2.95%	2.54%	Loan for Street Sweeper has been reduced with \$21,000 paid off per year. Loans and borrowings are expected to increase in future years due to a proposed housing development.
Loans or borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100</i>	1.30%	0.17%	0.17%	0.00%	0.53%	0.52%	0.51%	0.50%	Loan for Street Sweeper is to be finalised early in the 2021-2022 financial year. The increase in future years is due to the drawdown of the loan for the proposed housing development.
Indebtedness									
Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x 100</i>	4.08%	4.72%	9.61%	6.13%	11.55%	11.11%	10.69%	10.30%	Council's non current liabilities have decreased due to reductions in provisions and loans.
Asset renewal and Upgrade									
Asset renewal and upgrade compared to depreciation <i>[Asset renewal and upgrade expense / Asset depreciation] x 100</i>	New in 2020	New in 2020	165.82%	128.97%	111.00%	91.56%	87.64%	92.78%	Council continues to prioritise asset renewal and upgrade but received less road funding compared to previous financial year.

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension/indicator/measure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Material Variations
<u>Operating position</u>									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	7.31%	10.90%	4.15%	15.17%	(13.32%)	(0.48%)	(1.34%)	(2.74%)	The surplus is higher than previous years due to increased grant funding.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x 100									
<u>Stability</u>									
Rates Concentration									
Rates compared to adjusted underlying revenue	50.05%	52.78%	49.57%	42.99%	52%	57%	57%	57%	No material variation
[Rate revenue / Adjusted underlying revenue] x 100									
Rates effort									
Rates compared to property values	0.63%	0.57%	0.49%	0.47%	0.42%	0.43%	0.43%	0.44%	No material variation
[Rate revenue / Capital improved value of rateable properties in the Municipality] x 100									

FINANCIAL PERFORMANCE DEFINITIONS

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“population” means the resident population estimated by Council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash

BASIS OF PREPARATION

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

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

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

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 24 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

PERFORMANCE STATEMENT

CERTIFICATION OF THE PERFORMANCE STATEMENT

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



ANITA J MCFARLANE

Corporate Services Manager

Date: 29th September 2021

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

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

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

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



KARLY KIRK

Councillor

Date: 29th September 2021



KYLIE ZANKER

Councillor

Date: 29th September 2021



JESSIE HOLMES

Chief Executive Officer

Date: 29th September 2021

Independent Auditor's Report

To the Councillors of Yarriambiack Shire Council

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

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

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

- identify and assess the risks of material misstatement of 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 control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
20 October 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

CONTACT COUNCIL

MAIN OFFICE – WARRACKNABEAL

34 Lyle Street, Warracknabeal VIC 3393

T: (03) 5398 0100

F: (03) 5398 2502

Office Monday to Friday

hours: 8.30am – 5pm

HOPETOUN OFFICE

Gateway BEET

75 Lascelles Street,

Hopetoun VIC 3396

T: (03) 5083 3001

F: (03) 5083 3309

Office Monday to Friday

hours: 9am – 4pm

Postal address for all correspondence:

PO Box 243

Warracknabeal VIC 3393

E: info@yarriambiack.vic.gov.au

W: www.yarriambiack.vic.gov.au

www.facebook.com/yarriambiack

www.twitter.com/yarriambiackshire



MAIN OFFICE WARRACKNABEAL



Yarriambiack
SHIRE COUNCIL