

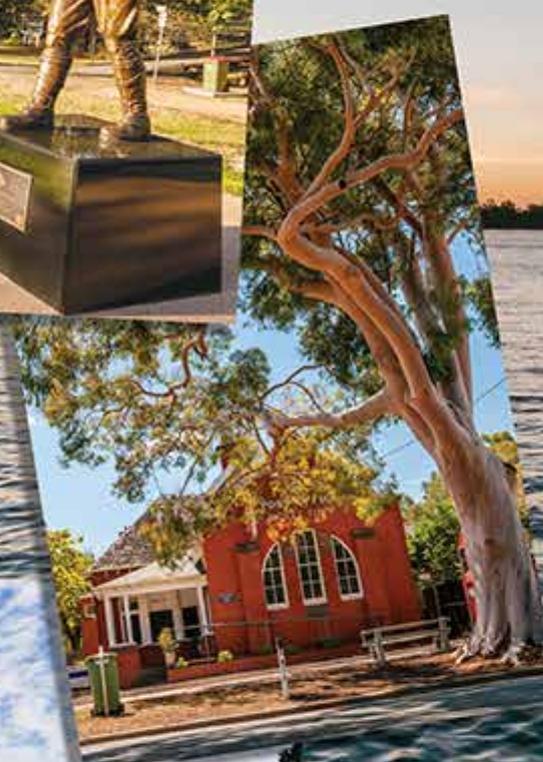
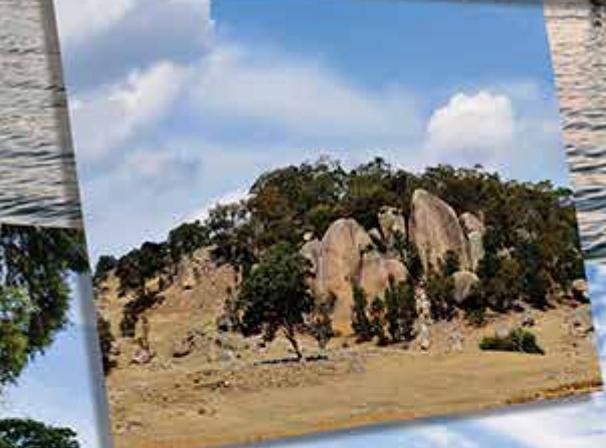


Strathbogrie
shire

STRATHBOGRIE SHIRE

ANNUAL REPORT

2015:2016



GLIDERS over Longwood

Strathbogie Shire provided a pristine backdrop for the **2016 F3K Asia-Pacific Open** in March 2016. The three day glider competition was held in Longwood and attracted world class pilots from across Australia, New Zealand, Singapore, China, Hong Kong, Thailand and Taiwan.

The championships were open to spectators who were keen to learn more about the unique sport and generated an energetic buzz. Held every 2 years, the event is growing and the competition fierce. The successful bid to host the championships provided an opportunity to showcase Strathbogie Shire and our many wonderful attractions to an international contingent and placed Longwood on the world map.

The skies above Strathbogie were transformed into a sea of colour over the three days as the skill and precision of competing pilots took center stage. While vying for the top spot, pilots were required to compete in numerous tasks with the top pilots qualifying for final fly-offs. F3K pilots rely on environmental conditions to maintain the gliders' flight and launch their remote controlled gliders like a discus.

Strathbogie Shire hopes to be able to continue to attract events of this kind and recognises their value in continuing to build the Strathbogie profile.



Strathbogie Shire Council

REPORT OF OPERATIONS | FOR THE YEAR ENDED 30 JUNE 2016

Table of Contents

INTRODUCTION

Welcome to the Report of Operations 2015-16.....	1
Snapshot of Council.....	2 - 4
Highlights of the Year.....	5 - 7
Challenges and Future Outlook.....	8

THE YEAR IN REVIEW

CEO's Message	10 - 11
Financial Summary	14 - 18
Description of Operations	20
Major Capital Works Projects	21 - 34

OUR COUNCIL

Council Profile.....	38 - 39
Council Offices.....	39
Councillors	40

OUR PEOPLE

CEO & Directors	46 - 47
Organisational Structure Chart.....	48
Council Staff.....	49 - 50
Equal Employment Opportunity Program	51
Other Staff Matters	54

OUR PERFORMANCE

Planning and Accountability Framework.....	48
Council Plan.....	49
Performance.....	49 - 77

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

Governance.....	84 - 88
Management.....	89 - 91
Governance and Management Checklist	92 - 95
Statutory Information.....	96 - 103

PERFORMANCE STATEMENTS

Description of Municipality	106
Sustainability Capacity indicators.....	107 - 108
Service Performance Indicators	109 - 112
Financial Performance Indicators	113 - 117
Other Information.....	118
Certification of the Performance Statement	119
Independent Auditor's Report	120 - 121

FINANCIAL STATEMENTS

123 - 170



Strathbogie Icon, Polly McQuinns

INTRODUCTION

Welcome

Strathbogie Shire Council embarked on 2015-16 with vigour and optimism while delivering its primary objective to provide valuable services and infrastructure to the community. Central to Council's operations was its commitment to sound governance processes, transparency and accountability. The Annual Report is a key reporting mechanism which measures performance against the Budget and Council Plan and ensures Strathbogie Shire Council is accountable to the community. The Report of Operations allows the Shire of Strathbogie community to be informed about Council's operations and performance during the 2015-16 financial year.

Snapshot of Council

Demographic Profile

Strathbogie Shire takes in the townships of Euroa, Nagambie, Avenel, Violet Town, Longwood, Strathbogie, Graytown and Ruffy.

Strathbogie Shire covers 330,326 hectares.



Just over 19% of the Shire's population is made up of older couples and families, 19% are elderly singles and 15.4% are elderly couples.*

Nearly nine out of ten Shire of Strathbogie residents were born in Australia and only 4% of people came from countries where English was not their first language.

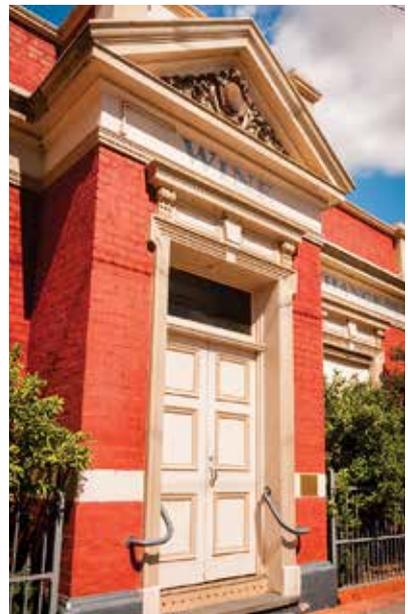


A quarter of Shire of Strathbogie's residents also work within the municipality and just over one tenth live in the area but work outside the municipality.

The median property sale price across the Shire is \$225,000 (three bedroom home) and the median rental price for a three bedroom home is \$250 per week.*



It has a residential population of approximately 10,000 people and 34% of residents are aged 60 years and over.



Agriculture is the largest employer in Strathbogie Shire, making up 26.3% of total employment.

(source: Profile.id - <http://profile.id.com.au/strathbogie>)

(*source: realestate.com.au - www.realestate.com.au)

Purpose

Vision

A Shire that drives and supports investment for population growth, shared wealth and wellbeing

Mission

To actively consult with community, investors and industry through advocacy and collaboration; delivering quality infrastructure, lifestyle and sustainable economic and community development

Our Guiding Principles

Councillors and staff at Strathbogie Shire Council are committed to the following principles (values) as a guide to all its decisions and actions

Good Governance

We value innovation, integrity, accountability, strength and consistency in leadership and decision making with adherence to robust, transparent and equitable policies and processes

Working Together

We value the ability to maximise outcomes by working in partnership and collaboration with an engaged community, government, regional bodies and other stakeholders

Quality Services

We value the role of research, strategic planning, flexibility and innovation in delivering accessible and effective services and regional solutions that enhance the quality of life

Social Inclusion

We value widespread participation in civic and community life among people of all abilities and backgrounds

Environment

We value the Shire's natural and built environment and the importance of local amenity on quality of life

Stability

We value sound financial and resource planning and management to ensure Council's long term sustainability and provision of quality services and infrastructure



Fast Facts

Strathbogie Shire Council provides \$124,419 to community groups through grants, sponsorship and contributions

1,057 tonnes of organic waste was diverted from landfill through the kerbside organic waste collection

218 planning permit applications were determined

89% of planning applications were determined within the 60 day statutory timeframe

25,440 calls were taken by Customer Service and 6,686 receipts were issued

30,188 receipts were received online or through an agent such as BPAY or Australia Post

63 movies screened at the Euroa Community Cinema and 5,400 movie tickets were sold

5,994 people visited the Euroa Visitor Information Centre and 8,588 people visited the Nagambie Visitor Information Centre

Approximately 43km of road was sealed through Council's resealing program

Approximately 51km of road received resheeting as part of Council's resheeting program

< *Photos from top*

Pavement Rehabilitation

Footpath renewal - asphalt, Clifton Street Euroa

Nagambie Visitor Information Centre

Highlights of the Year

Community Wellbeing

Plan, support and/or deliver a broad range of responsive and accessible services to our diverse community. See section on Our Performance for more details.

Achievements

Continued development of the Shire-wide youth program and youth cultural activities.

Completion of the Shire-wide Aquatic Strategy and formation of a Pools Working Group to assist in determining the future of aquatic facilities across the Shire.

Environment

To continue to protect and enhance the natural and built environment for current and future generations. See section on Our Performance for more details.

Achievements

Diversion of approximately 1,057 tonnes of organic waste from landfill through the introduction of a third kerbside bin for green waste.

One of seven regional participants in the Climate Smart Agricultural Development project.

Financial

Provide best practice management and administrative systems and structures to support the delivery of Council services and programs. See section on Our Performance for more details.

Achievements

Sale of the previous Nagambie depot to allow for the development of allotments for residential use.

Continued involvement in the Shared Service Project with neighbouring Councils resulting in improved efficiencies and a reduction in operating expenditure.

Review of underutilised assets within the Shire to allow for the identification of opportunities for rationalisation and avenues to improve the management of existing assets.

Highlights of the Year *continued*

Governance

To provide all our stakeholders with consistent and timely decision making. See section on Our Performance for more details.

Achievements

Increased Councillor interaction with the community through Council Road Shows, media activity and a presence at the Strathbogie Voices group meetings.

Industry / Business / Investment

Pursue opportunities to increase the range of businesses and industries in the Shire to further strengthen our economy. See section on Our Performance for more details.

Achievements

Determination of 218 planning permit applications with a combined estimated value of almost \$38 million.

Approval of over 100 new lots across the Shire including a 78 lot subdivision in Nagambie.

Continued implementation of actions identified in the Economic Development Master Plan.

Infrastructure

Provide well maintained, affordable and appropriate infrastructure. See section on Our Performance for more details.

Achievements

Successfully secured \$260,000 from the Federal Government's Bridges Renewal Program for the upgrade of Kirwans Bridge and Kellys Bridge allowing for load limits to be increased and removed respectively.

Total replacement of the Pranjip Road bridge through Council budget allocation.

Delivery of more than 90% of Council's \$7.82 million capital works program.

Pavement rehabilitation works totalling 17km.

Tourism & Hospitality

Ensure a coordinated and effective approach to economic and tourism development is maintained at all times. See section on Our Performance for more details.

Achievements

Representation at the Good Food and Wine Expo.

A strong volunteer base at Visitor Information Centres within the Shire, committed to sharing their knowledge and passion for the area with visitors.

Accommodated the relocation of Goulburn River Valley Tourism (GRVT) to within the Strathbogie Shire Offices.

Tourists and locals are exploring the Strathbogie Shire using our wonderful walking and riding tracks and trails



Food and wine tourism is a growing market in the Strathbogie Shire



Challenges and Future Outlook

Challenges

The effects of rate capping on the long term sustainability of Council

Tightening of State and Federal funding and the consequential impacts for Local Government

Strathbogie Shire successfully negotiated a new Enterprise Bargaining Agreement (EBA)

The significant cost associated with maintaining existing infrastructure and reducing the renewal gap

Improving Council's capacity to effectively engage with its communities

The future

Upcoming Local Government elections in October 2016

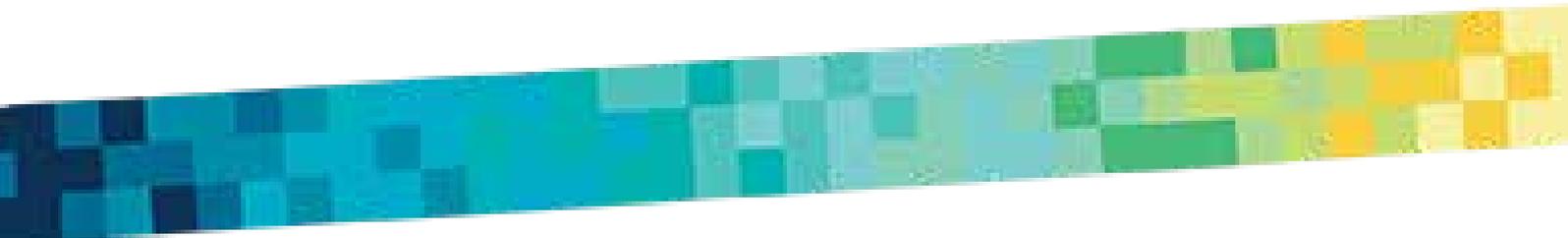
Sound management of Council's long term fiscal positioning

Attracting new business, industry and investment into the Shire to strengthen economic stability, business confidence and growth

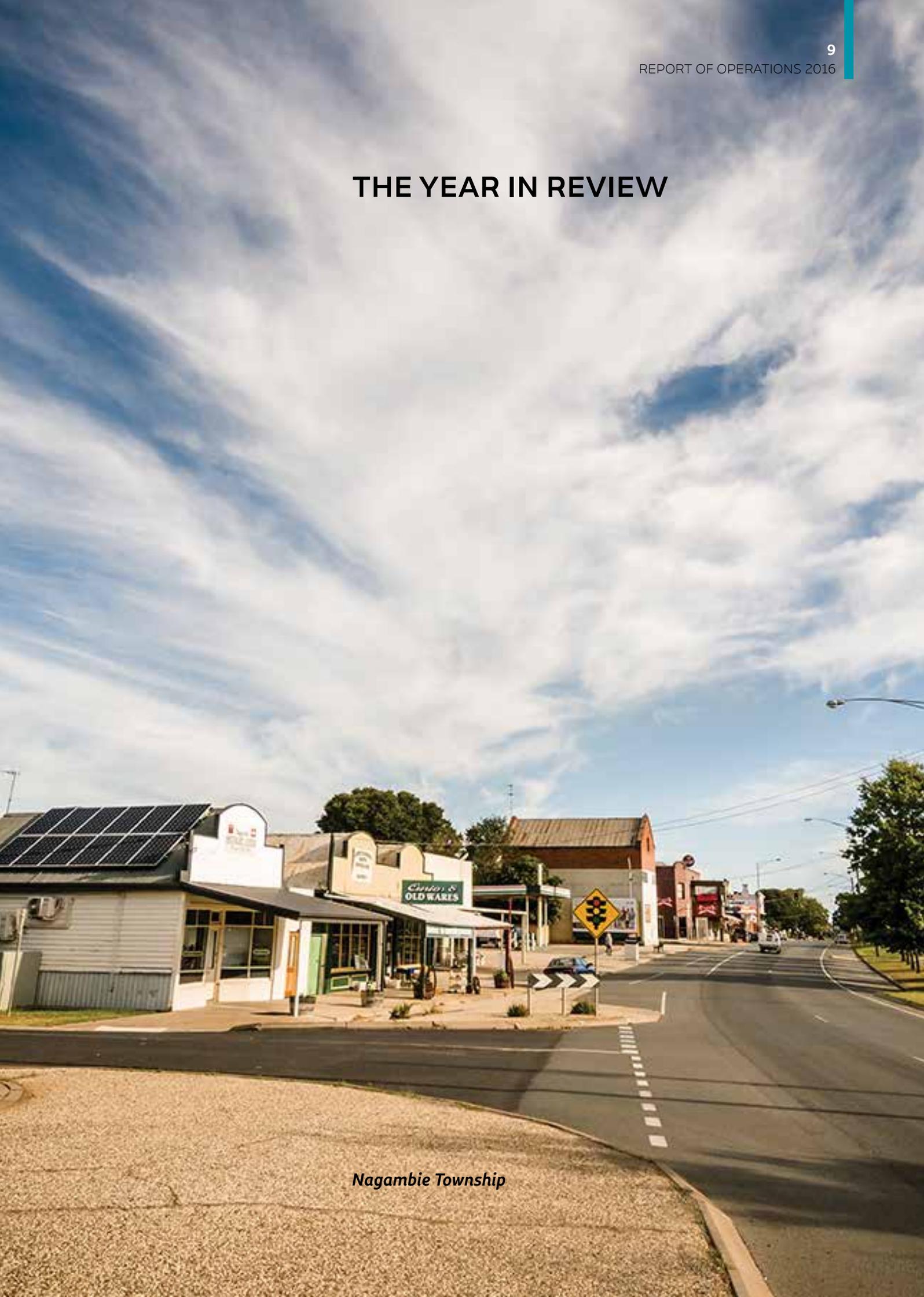
Ensuring the Shire is equipped to adapt to a changing climate

Continuing to strengthen the Shire's tourism appeal and position as a premier tourist destination

Work with the Pools Working Group as part of the process of determining the future of aquatic facilities across the Shire



THE YEAR IN REVIEW



Nagambie Township

A Message from the Chief Executive Officer



On behalf of Strathbogie Shire Council, I present the 2015-16 Annual Report. This reporting mechanism is an opportunity to share our achievements, while also measuring our success in the delivery of the objectives set out in the Council Plan 2013-17 and projects identified in the 2015-16 Budget. In presenting this document, Strathbogie Shire Council recognises the value of open, transparent and accountable governance and strives to achieve this in all aspects of Council business and operations.

Over the 2015-16 period we presented a financially responsible budget and were successful in maintaining the viability of Council through the responsible management of resources and effective implementation of long term strategies. We were pleased to be able to deliver a wide variety of valuable services and community projects which will benefit the residents of Strathbogie Shire.

The past 12 months saw a cautious optimism across the Local Government landscape as we prepared for the effects of the introduction of rate capping in 2016-17. The impact of a decline in income, as a result of rate capping and a reduction in State and Federal grant funding, certainly presents challenges. Despite these challenges Council did not need to apply for a Rate Cap Variation, however a restructure of operations was undertaken and achieved significant savings. While the State Government's Fire Service Levy charge, which is collected by Local Government, exceeded the cap in percentage terms, we were able to successfully meet 2.5 per cent rate cap.

Council successfully negotiated with its staff a four year Enterprise Bargaining Agreement (EBA). Negotiations were extended by one year from the typical three year agreement and achieved an increase for staff of 2.25 per cent commencing in the first year and reducing to 2.10 per cent in the fourth year.

As a Council we have placed an emphasis on identifying opportunities and initiatives to improve efficiencies throughout the organisation to ensure the long term sustainability of Strathbogie Shire Council. Council's continued involvement in the Shared Service Project is one example of how we have achieved a significant cost reduction through the sharing of resources with Moira Shire and Greater Shepparton City Council.

While acknowledging the many challenges facing Local Government, Strathbogie Shire Council has been fortunate to be able to respond to the opportunities that have presented themselves, particularly in the area of tourism and visitor attraction. Strathbogie Shire boasts an ever growing events calendar and has successfully embraced the *Love Strathbogie* brand. Events such as the F3K Asia-Pacific Open held in Longwood in March, showcased the Strathbogie region to an international contingent and provided a valuable stimulus for the local economy.

The 2015-16 capital works program was valued at \$7.82 million and included significant works on three aging bridges. Council allocated \$3.67 million to maintaining the Shire's road network, \$0.14 million to footpaths and \$0.44 million to drainage works. Highlights of the capital works program included the completion of Stage 1 of the \$837,090 Nagambie Main Street Redevelopment, a new roof for Violet Town Community House and Stage 2 of the Euroa Saleyards Redevelopment.

The cost of maintaining Council's existing assets remained a key focus as we again made significant inroads in reducing the infrastructure renewal gap, which is a key objective of Council's long term financial plan.

In representing the community, Strathbogie Shire Council continued to advocate for the many and varied needs and interests of local residents. We maintained the view that achieving active community participation was important and committed our attention to enhancing the way in which we keep our community informed and connected.

I now present to you the 2015-16 Strathbogie Shire Council Annual Report. For further information, please visit our website:
www.strathbogie.vic.gov.au



Steve Crawcour
CHIEF EXECUTIVE OFFICER



As a vibrant and progressive rural municipality, Strathbogie Shire has continued to grow the area's tourist appeal through the implementation of a range of strategies, key actions and branding activities. Perfectly located in the heart of country Victoria, Strathbogie Shire offers everything from clear calm waters and stunning views, to exquisite wine and culinary delights, charming retail experiences and a quaint collection of historical contemplations. The diverse offerings have strengthened the Shire's positioning as a premier tourist destination and provide something for everyone to see and do when visiting the Strathbogie area.

Strathbogie Shire Council has recognised that innovation and growth is achieved through fostering a positive 'can do' attitude, and has strived to instil this in its Economic Development functions and all aspects of Council business. The region's well established events calendar reflects the growing profile of the area, with a strong array of events spanning all corners of the municipality. Events held within the Shire over the past 12 months, for example the 2016 F3K Asia-Pacific Open (hand launched planes) in Longwood in March, attracted interstate and international visitors and play an integral role in lifting the profile of the region and encouraging return visitation.

Representation at events such as the Good Food and Wine Expo further bolstered Strathbogie Shire's well established reputation as a wine region and created invaluable exposure for a number of local wineries. The Expo was held in Melbourne over three days in June and attracted food and wine enthusiasts from across the State. Ensuring representation at high profile events such as the Expo formed part of

MAKING A MARK AND GROWING THE SHIRE'S TOURIST APPEAL

Council's coordinated approach to economic and tourism development and was considered an advantageous marketing exercise.

The Shire's many walking tracks, horse trails and bike routes also present opportunities to stimulate economic activity and enhance the area's attractions and offerings. Council's 2015-2018 Tracks and Trails Strategy identifies infrastructure, support services and partnership opportunities available to maintain and further develop >





> the tracks and trails across the Shire and further advance this important component of the tourism vision.

With the ultimate aim of encouraging more people to visit the Shire and spend money on tourism and recreation, Strathbogie Shire has successfully left its mark as a popular choice for people visiting the region.

Opportunities to strengthen tourism related activities are detailed in the Strathbogie Economic Development Master Plan 2013-2017. The Plan maps a series of actions and opportunities to further develop and enhance the tourism sector and importantly recognises the link between tourism development and building business confidence and a strong local economy.

The Strathbogie Shire Council is a member of Goulburn River Valley Tourism, along with three other adjoining municipalities, and will continue to work with local businesses and the community to grow this important sector. Together we can make the region stronger.

PHOTOS

Above ~ Tracks & Trails across the Shire
Inset - BEE Business Awards 2015

< Far left ~ Good Food and Wine Exhibition 2016
Left ~ Waterskiing delight, Lake Nagambie



Financial Summary

The Shire of Strathbogie continues to be in a strong financial position. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included with the Financial Statements and Performance Statement sections of this report.

Operating Position

The balance sheet indicates that current assets are more than adequate to meet current liabilities, which is an important measure of liquidity. Debt levels continue to be closely managed with debt decreasing to \$1.7 million at 30 June 2016.

Debt levels remain low when comparing to Shire of Strathbogie's total asset base of \$288 million providing borrowing capacity for the future.

The 2015-16 operating deficit of \$0.345 million is after a loss on disposal of property and infrastructure of \$2.936 million meaning the underlying position is sound.

The Shire of Strathbogie's 2015-16 total revenue is \$28.2 million with rates and charges raising revenue of \$17.2 million, based on 7361 assessments. The reliance on rate revenue in 2015-16 was 61% compared with 50% in 2014-15. This rate percentage was significantly affected by the early payment of 2015/16 VGC grants in 2014-15.

The strong financial position reflects sound financial management and the Shire of Strathbogie's commitment to infrastructure renewal and financial sustainability. It also strengthens the Shire of Strathbogie's financial capacity to deliver on the objectives and strategies of the Council Plan and Strategic Resource Plan.

Net Operating Result

The Shire of Strathbogie achieved an operating deficit of \$0.3 million compared to a budget surplus of \$1.3 million. The variation is primarily related to the reclassifying of bridges shared with other Councils.

Capital Expenditure

During the 2015-16 year the Shire of Strathbogie invested \$7.4 million in capital works.

The extensive capital works program funds the ongoing renewal of the Shire of Strathbogie's existing physical assets of \$6.3 million, as well the construction of some new community assets \$0.5 million and the upgrade of existing assets \$0.6 million.

Infrastructure works included roads and bridges \$4.7 million, drains, footpaths, kerb and channel \$0.3million, land \$0.2 million, buildings \$1.4 million.

Borrowings

No new borrowings were undertaken in 2015-16. The Shire of Strathbogie has low levels of debt when comparing borrowings to total non-current assets. The outstanding loan amount as at 30 June 2016 was \$1.7 million.

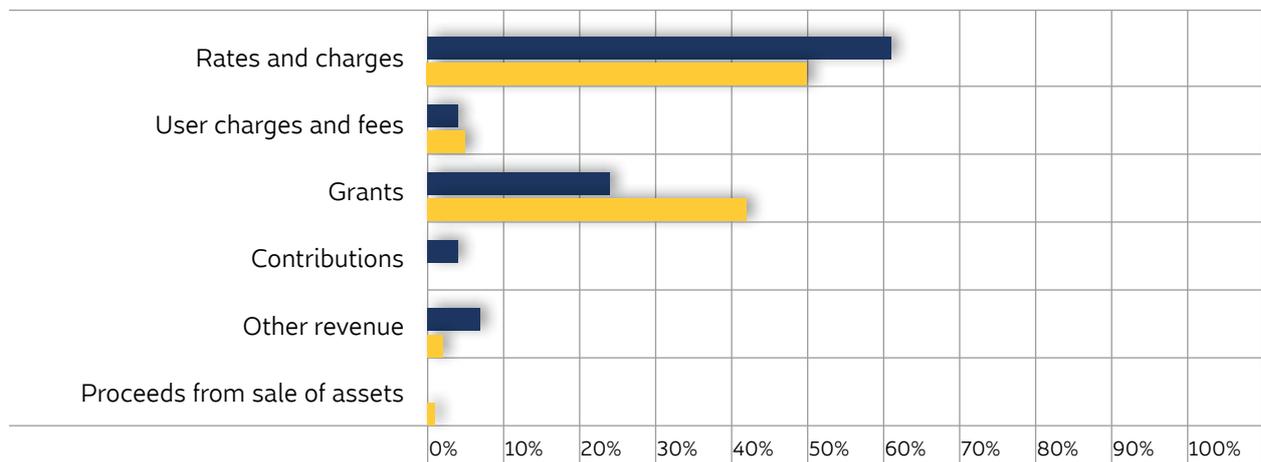
Cash and Other Financial Assets

Cash and current assets at 30 June 2016 total \$14.3 million. The Shire of Strathbogie's liquidity position – (current assets / current liabilities) continues to be very strong with a ratio of 2.03:1. This ratio means that the Shire of Strathbogie has \$2.03 of cash and current assets for every \$1.00 of current liabilities. This ratio is marginally better than 2015 (1.97:1).

Legislative restrictions on Shire of Strathbogie's cash at 30 June 2016 total \$0.8 million. This statutory obligation means that the Shire of Strathbogie must set aside sufficient cash to fund amounts held in trust and developer levies.

Income

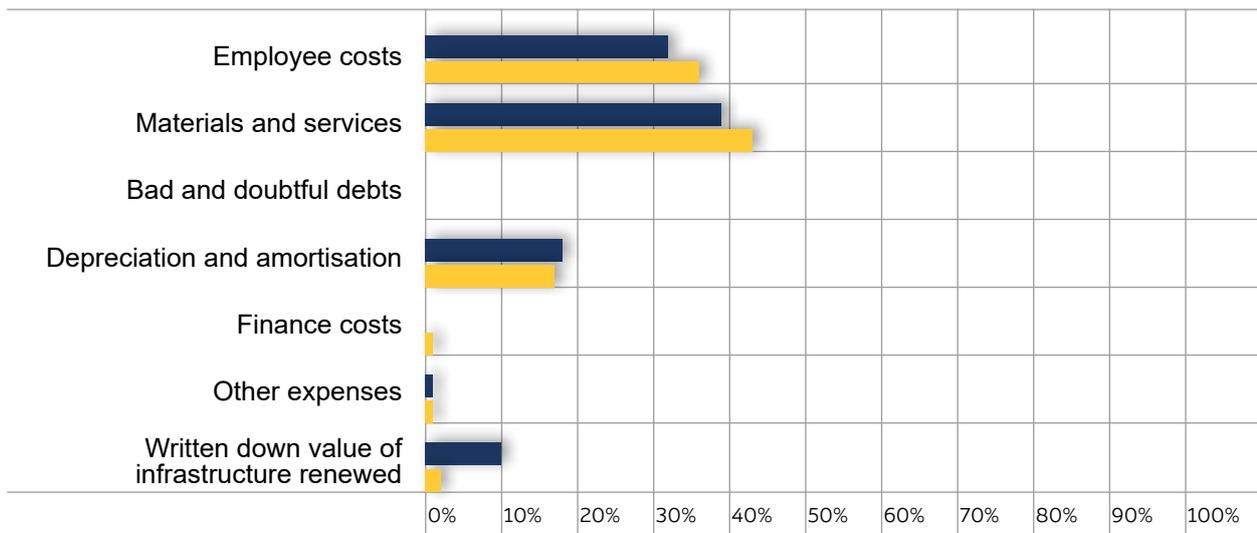
	2015-16 %	2014-15 %
Rates and charges	61	50
User charges and fees	4	5
Grants	24	42
Contributions	4	0
Other revenue	7	2
Proceeds from sale of assets	0	1
TOTAL	100%	100%



Financial Summary *continued*

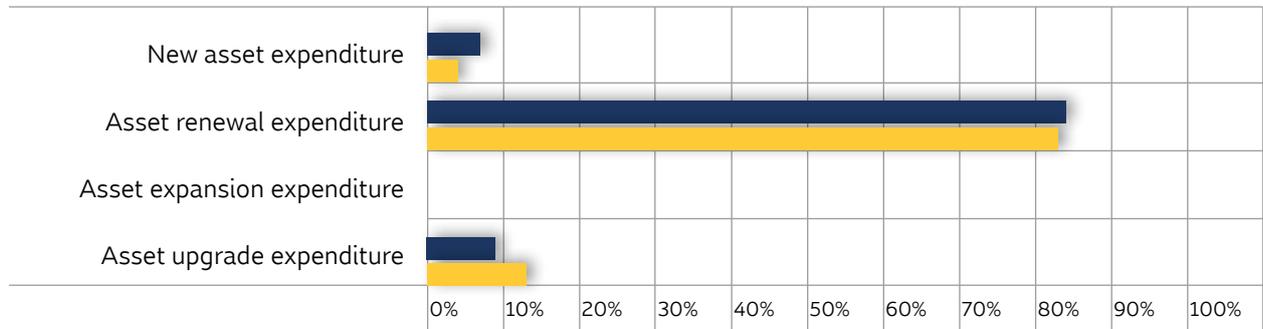
Expenditure

	2015-16 %	2014-15 %
Employee costs	32	36
Materials and services	39	43
Bad and doubtful debts	0	0
Depreciation and amortisation	18	17
Finance costs	0	1
Other expenses	1	1
Written down value of infrastructure renewed	10	2
TOTAL	100%	100%



Capital Works Program 2015-16

	2015-16 %	2014-15 %
New asset expenditure	7	4
Asset renewal expenditure	84	83
Asset expansion expenditure	0	0
Asset upgrade expenditure	9	13
TOTAL	100%	100%

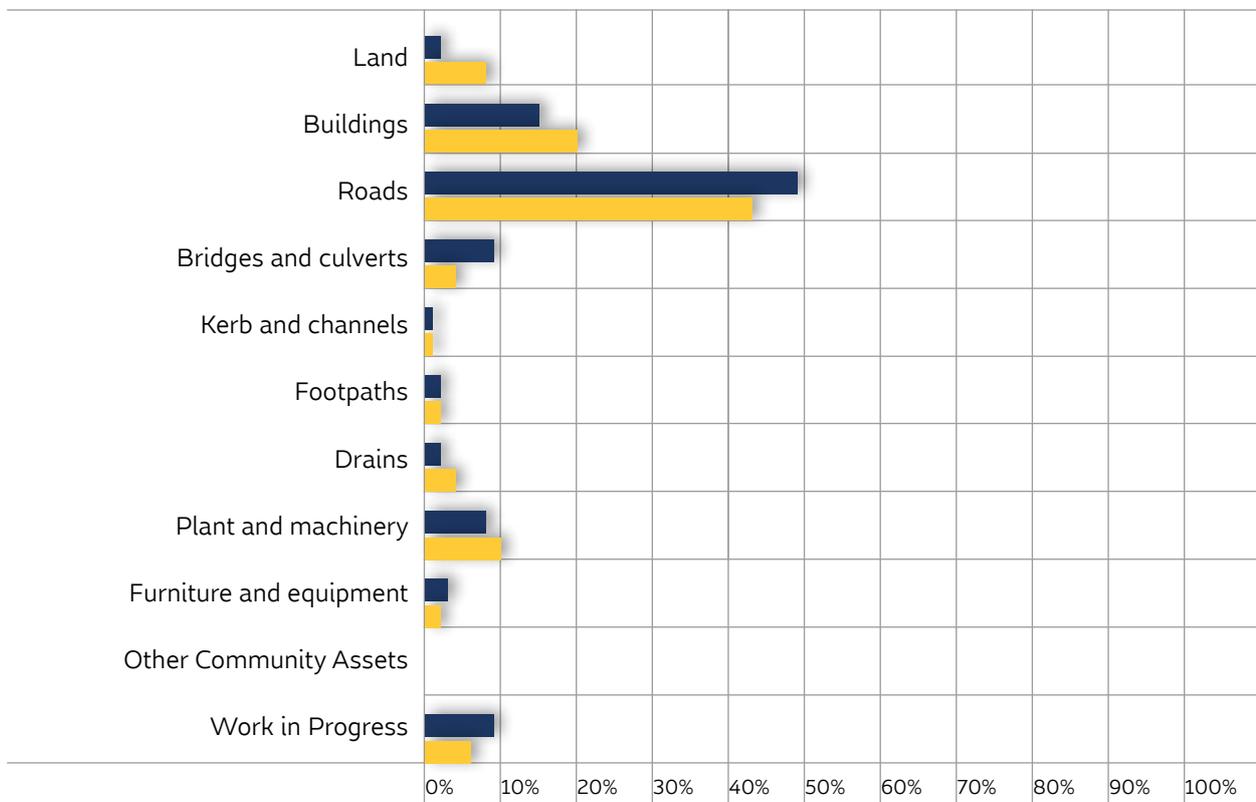


New playground equipment, Bicentennial Park, Euroa

Financial Summary *continued*

Capital Expenditure 2015-16 in asset areas

	2015-16 %	2014-15 %
Land	2	8
Buildings	15	20
Roads	49	43
Bridges and culverts	9	4
Kerb and Channels	1	1
Footpaths	2	2
Drains	2	4
Plant and machinery	8	10
Furniture and equipment	3	2
Other Community Assets	0	0
Work in progress	9	6
TOTAL	100%	100%



TRANSFORMING THE STREETSCAPE IN LONGWOOD



After more than two years of community discussions and planning, Strathbogie Shire Council successfully acquired lot 59 Hill Street Longwood and demolished the derelict house on the property. Council's action followed community concern about the safety and amenity of the area and has dramatically improved the look and appeal of the area.

The property was demolished in September and had long been an eyesore, having been empty and derelict for many years. Community concern about the property was first raised with Council by the Longwood Action Group in 2013.

The process of taking ownership of the land to allow for the demolition of the derelict house was a lengthy one. Council worked with the Longwood community over a number of years and was thrilled to be able to achieve this community focused outcome which has transformed the Longwood streetscape. While the associated planning and legal processes were complex, consultation with the community remained a key focus throughout the project.

Council voted unanimously to sell the land, at market value by public sale, in June, bringing the exercise of eliminating the eyesore close to fruition. It is expected monies raised through the sale will offset the costs of the works completed. The land was placed on the market at the beginning of the 2016-17 financial year.



Description of Operations

Strathbogie Shire Council is responsible for an extensive array of services, ranging from the delivery of maternal and child health services to recreation reserves and youth facilities, waste management and community buildings. Central to its operations is the maintenance of its extensive road network, which is one of the largest in Victoria. In addition to this Council provides planning for appropriate development, fosters opportunities for continued economic growth and strives to play a lead role in the prosperity and ongoing development of its community.

It operates within the confines of its Annual Budget and in line with internal policies and long term financial strategies. Council also has a wide range of responsibilities under the Victorian and Australian legislations.

The delivery of a broad range of community services and infrastructure supports the overall wellbeing of Strathbogie Shire residents. Council's vision, strategic objectives and strategies to further improve services and facilities are detailed in the Strathbogie Shire Council Plan 2013-2017 (2015-16 Review) and the 2015-16 Budget and are reported upon in this document. The provision of services, facilities, support and advocacy reflect the strategic direction and objectives defined in the Council Plan and Budget and are assessed against a set of service performance indicators and measures.

Refer to the section on Our Performance for more information about Council services.

Economic Factors

Council was faced with numerous financial challenges. These included:

Consumer Price Index (CPI) increases of <4 per cent per annum

A reduction in State and Federal funding streams

The introduction of rate capping

The cost of maintaining aging assets and reducing Council's infrastructure renewal gap

Major Capital Works

During 2015-16 the major capital works included the following:

Maintaining Council's Road Network

Resealing Program

The 2015-16 reseal program saw 43km of sealing works undertaken across Council's road network. These works included 23km of rural roads, 3km of urban streets and 17km of final seals. The majority of works were completed by April 2016 and were based on a rigorous review and assessment program to identify roads most in need of resealing. The reseal works were fully funded by Council and cost \$950,000.



Resealing our roads

Major Capital Works *continued*

Gravel Road Resheet Program

Council's 2015-16 gravel resheet program saw approximately 51km of road improved through resheeting works. These works were valued at \$633,000 and were fully funded by Council. Rural roads included in the program are listed below:

Carters Lane	Cherry Tree Road	Nagambie-Rushworth Road	Wattlevale Road
Tarcombe Road	Cemetery Lane Nagambie	Alexandersons Road	Browns Road
Tabilk-Monea Road	McKendrys Road	Faris Road	McCombes Road
Killeens Hill Road	Buntings Hill Road	Quailes Lane	Lomars Road, Geodetic Road

Gravel Road Resheeting underway



Pavement Rehabilitation Works

Strathbogie Shire Council's pavement rehabilitation program was one of its largest, costing \$2.1 million and was predominately funded by the Federal Government's Roads to Recovery Program. A total length of approximately 17km of pavement renewal was achieved. Works included the stabilisation and widening of existing pavements with associated drainage work and culvert extensions. Tree removal and guardrail protection was also required for some roads to ensure safety.

Pavement Rehabilitation



Nagambie Main Street Stage 1

Planning for the Nagambie main street development was undertaken over a number of years and followed the completion of the bypass which, since opening in 2013, has resulted in almost 2,000 fewer trucks and 9,000 fewer vehicles travelling through the heart of Nagambie each day. The project aimed to stimulate activity and visitation to the town.

The development included:

completion of a new roundabout at Goulburn Street

12 new angle parking bays adjacent to the western service road

kerb, channel and drainage work

beautification works

Report and photos continued on page 24/25

Major Capital Works *continued*

Nagambie Main Street Stage 1 continued

The project's concept plan followed extensive consultation with community members and VicRoads. The final component of the rejuvenation was the installation of a collection of flags which complemented key elements of the redevelopment and acknowledges the strong sport, wine and equine industries in the area. Local school children also played a role and undertook planting of shrubs as part of the beautification works.

The total cost of the project was \$837,090, of which approximately \$350,000 was for major service alterations and the remainder for design and construction costs. The project, which was funded by a grant of \$500,000 from the State Government, was unveiled to the public on 6 November 2015.

Violet Town Community House Roof

The Violet Town Community House provides a range of programs and activities for the community and received a major upgrade with the replacement of its roof in 2015-16. The new roof will increase the life of the building while also improving its general aesthetic appeal. The Community House is a well utilised and much valued community facility.

The renewal project included:

removal of the existing roof

extensive site preparation works

construction of a new steel framed roof spanning approximately 600m²

increasing the pitch of the roof and eliminating internal guttering to avoid continuing flooding problems

The new roof complements the adjacent new library building and included a redesign of the entry portico. Works on the project commenced in March 2016 and were completed in June 2016. The works schedule was influenced by the weather due to the nature of the works undertaken. The \$200,000 project was funded by Council.



Nagambie ~ new roundabout and town entrance



Violet Town Community Centre ~ new roofing

Major Capital Works *continued*

Kellys Bridge

A reinforced concrete overlay to the existing deck of Kellys Bridge, which is located approximately 18km south-west of Euroa, increased the bridge's capacity so that the 30 tonne load limit could be removed. The bridge is utilised by both heavy vehicles and local traffic and provides an important link for traffic using Creightons Creek Road.

Works included:

construction of a reinforced overlay and asphalt approaches

extension and upgrade of existing guardrails on the bridge's approaches

The redeck works were completed in July 2015. The \$120,000 project received \$60,000 in funding from the Federal Government's Bridge Renewal Program and \$60,000 from Council.

Kellys Bridge - re-deck, Creightons Creek



Kirwans Bridge

Famous within the region for its unique design which features a sharp bend in its centre, Kirwans Bridge received a major upgrade to improve its capacity and strengthen the bridge. The upgrade complements works undertaken on the bridge's upper deck in 2007 and will significantly extend the life of the bridge while also increasing its load limit from 6 tonne to 15 tonne. The bridge connects Murchison and Nagambie communities and is located 7km north of Nagambie.

Works included:

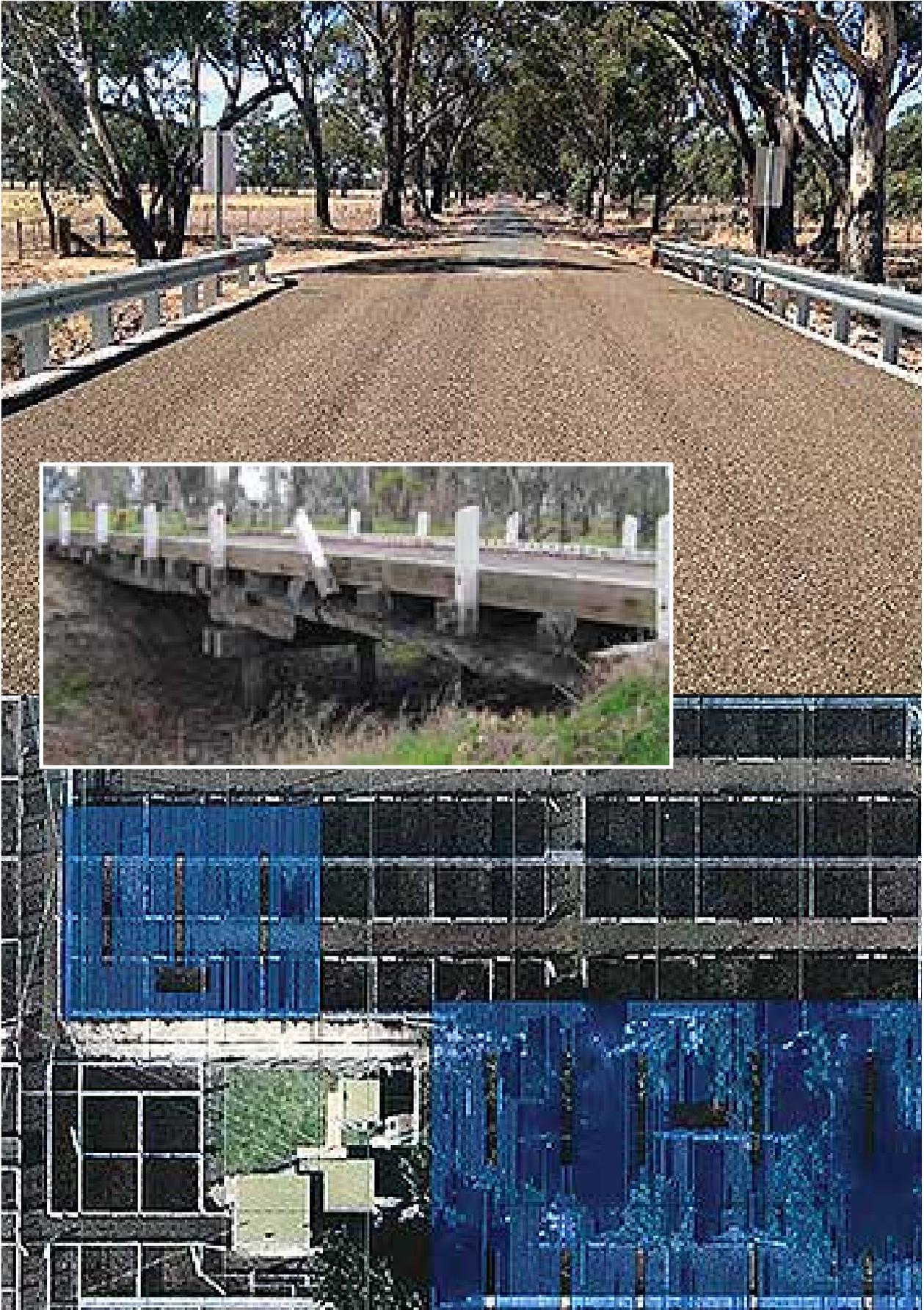
rehabilitation works

strengthening of 67 piles through a fibreglass shell wrapping and filling with bonding material

Site works on the \$400,000 project commenced in November 2015 and the project was completed in February 2016. Council contributed \$200,000 to the project and received \$200,000 in funding from the Federal Government's Bridge Renewal Program.

Kirwans Bridge - strengthening, Nagambie Lake





Major Capital Works *continued*

Pranjip Road Bridge Replacement

The poor state of the existing Pranjip Road Bridge saw it replaced with a new concrete bridge structure. The bridge is located 15km west of Euroa.

Works included:

demolition and removal of the existing bridge

design works

construction of a single span concrete bridge approximately 14 meters in length and 7.5 meters in width

The cost of the new bridge was \$245,000 with the new structure completed in March 2016. The project was fully funded by Council.

Euroa Saleyards Stage 2 Redevelopment

Stage 2 of the Euroa Saleyards redevelopment follows completion of a major upgrade in 2014-15. Stage 2 allows for an extension of the roof to cover the majority of the saleyards complex. The extension required the relocation of existing powerlines, with these works carried out by Ausnet Services. This project is continuing into the new financial year and will cost \$525,000. The project has been funded through a grant of \$500,000 from Regional Development Victoria and a Council contribution of \$25,000.

< *Photos from top*

Pranjip Road Bridge replacement completed

Pranjip Road Bridge before replacement

Euroa Saleyards - Stage 2 redevelopment, aerial view

Major Capital Works *continued*

Upgrade of Transfer Stations

A range of upgrades to transfer stations at Avenel, Euroa and Nagambie were required to ensure compliance and the effective operation of each transfer station. The total of these upgrades were valued at \$275,000 with works jointly funded by a Council contribution and a Sustainability Victoria grant contribution.

The works will continue into 2016-17.

Upgrades include:

AVENEL

construction of five concrete bays for recoverable items such as e-waste, tyres and whitegoods

upgrades to internal signage

relocation of the existing site office

EUROA

construction of an additional bay for a bulk bin

construction of five concrete bays for recoverable items such as e-waste, tyres and whitegoods

upgrades to internal signage

NAGAMBIE

construction of five concrete bays for recoverable items such as e-waste, tyres and whitegoods

construction of concrete bund and roofed area for waste oil facility

upgrades to internal signage

relocation of the existing site office

Photos from top >

Concrete bay to house scrap metal ~ Nagambie Transfer Station

Concrete compound for scrap metal ~ Nagambie Transfer Station

Concrete bunded, covered area that will house the waste oil tank ~ Avenel



Major Capital Works *continued*

Euroa Caravan Park Amenities Block

Access to the Euroa Caravan Park amenities block has been improved and the appeal of the area improved by a deck upgrade. The completion of works allowed users of the Council owned Caravan Park to come and go with ease and safety.

Works included:

removal of the existing deck

installation of a new deck and handrail

The \$40,000 upgrade was funded by Council and completed in November 2015. The upgrade improved the amenity of the area and enhanced the entry to the park.

Jubilee Park Avenel

An electrical upgrade to facilities at Jubilee Park Avenel took in the precinct's tennis club, netball courts, barbecue area and toilet block. The upgrade was required to ensure safety and improve the usability of the community facilities.

Works included:

the removal of overhead powerlines

installation of underground power

The upgrade was valued at \$18,000 and was fully funded by Council. Works were completed in September.

Bicentennial Park Euroa

The popular Bicentennial Park in Euroa received a facelift to improve its safety, usability and overall appeal. Works were undertaken in June to erect a new boundary fence and upgrade the playground equipment.

Works included:

installation of panel fencing around the park's perimeter

installation of new play equipment

The upgrade recognised the importance of passive and recreational spaces to the wellbeing and connectedness of a community. The value of the upgrade was \$20,000 and was fully funded by Council.

Major Changes

The introduction of a third kerbside bin on 1 July 2015 to divert organic waste from landfill

Improved operating efficiencies through aligning the Violet Town depot with the Euroa depot and using the Euroa depot as the base for outdoor operations for Violet Town

Major Achievements

Development and adoption of the Inclusive Communities Plan 2015-18

Completion of more than 90% of Council's \$7.82 million capital works program

Efficient processing times of statutory planning applications made to Council

Significant improvement to the management of trees on rural roads

Securing the 2017 Australian Masters Rowing Championships

Euroa Caravan Park Amenities block





Above ~ (L/R) Kathy Frewen, Freddy Hamilland Mary Frewen.

Below ~ (L/R) Zoe, Heidi, Alice and David van Maanenber.





EUROA

COMMUNITY CINEMA

Demand for the Euroa Community Cinema continues to grow, and so too does its vital volunteer base which is necessary for the Cinema to operate. The Cinema is a community project and has relied on the commitment and generosity of an 'army' of volunteers since its inception in 2003.

During 2015-16 more than 60 movies screened at the cinema with 5,400 people, for the 12 month period, enjoying the reprieve a trip to the movies brings. Patronage over the past 12 months was at its strongest in the cinema's history, with the December screenings of *The Dressmaker* attracting more than 500 people, resulting in a special fourth screening of the movie.

A recent conversion to digital technology improved the visual quality and sound of movies screened at the Cinema allowing the experience to match that of a commercial cinema.

The Cinema now hosts a wide variety of films suitable for all ages including near-recent releases, educational films and special feature films, which have proven a popular niche and attracts movie goers from across the region. It was initially intended that films would be shown on a monthly basis, however demand has grown over the years and films are now shown 2-3 times per weekend.

While the Euroa Civic Centre Hall had once acted as a cinema until it ceased operation in the early 1980's, the town was without a cinema for almost 20 years. The community was vocal in identifying the need for improved entertainment opportunities, particularly for children and

youth and so the idea of restoring the Euroa Civic Centre to its former glory, to enable its use as a cinema, came to fruition.

The Euroa Community Cinema was opened amidst great fanfare in November 2003 with demand for the much loved community facility on the rise.

12+
YEARS
AND
GROWING
STRONGER





Strathbogie Tablelands, recent snowfall

OUR COUNCIL

EUROA 33

STRATHBOGIE

WATKINS RD



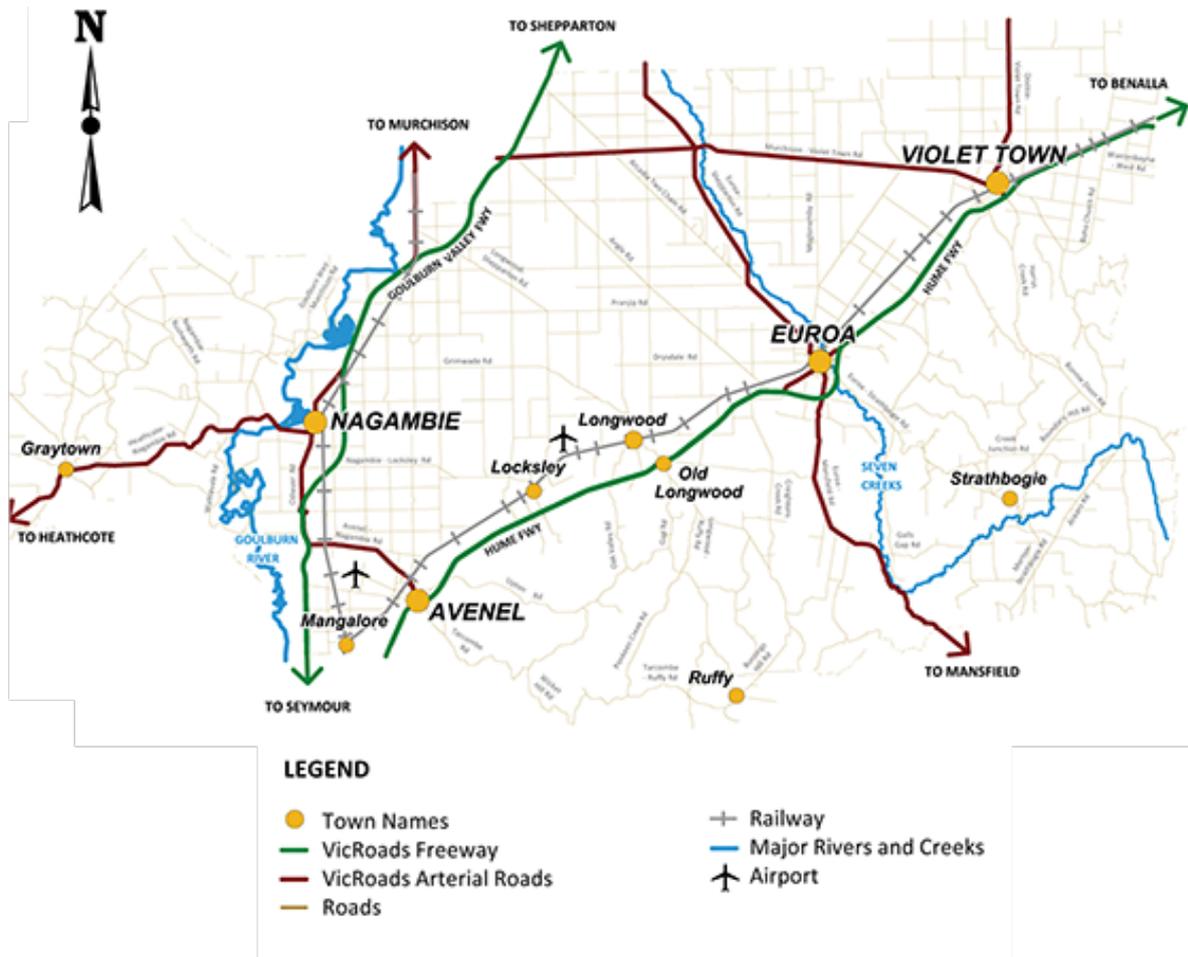
Council Profile

The Strathbogie Shire is a rural municipality located approximately two hours from Melbourne. The Shire is situated within the picturesque surrounds of the Strathbogie Ranges and has a population of approximately 10,000 and growing. The Shire's tourism appeal continues to expand with the Strathbogie Ranges home to wineries, walks, waterways and breathtaking wilderness.

The townships of Euroa, Nagambie, Violet Town, Avenel, Longwood, Ruffly and Strathbogie act as central community hubs. The Shire has an aging population with 34% of residents aged 60 years and over. Within this aging portion of the community 19% are elderly singles and 15.4% are elderly couples. Nearly nine out of ten residents were born in Australia and only 4% of people came from countries where English was not their first language.

Strathbogie Shire has a rural economic base of wool, grain, sheep, poultry and cattle production, extensive vineyards, world class wineries and a wide range of intensive cool climate horticultural enterprises. The region is also known as the 'horse capital' of Victoria due to its ever expanding horse industry. Thoroughbred breeding studs are the cornerstone of this important industry, with many prestigious Melbourne Cup winners bred and trained in the Shire. Nagambie is also the birthplace of Black Caviar, the world champion horse, and now has a life-size bronze statue sitting pride of place at Jacobson's Outlook. A quarter of Strathbogie Shire Council's residents also work within the municipality and just over one tenth live in the area but work outside the municipality.

Shire of Strathbogie



Council Offices

Euroa Main office
 109A Binney Street Euroa
 Opening Hours: Mon-Fri 9am to 5pm

Postal Address
 PO Box 177
 Euroa VIC 3666

Nagambie Customer Service
 317 High Street Nagambie
 Opening Hours: Mon-Fri 10am to 4pm (*limited services*)

Telephone 1800 065 993
Email info@strathbogie.vic.gov.au

Fax 03 5795 3550
Website www.strathbogie.vic.gov.au

Councillors

The Council was elected to provide leadership for the good governance of the municipal district and the local community. On 27 October 2012 the Strathbogie Shire Council community elected this Council for a four-year term. The municipality is divided into five wards, represented by one Councillor in each ward with the exception of two Councillors in the Lake Nagambie and Seven Creeks Wards.

The seven Councillors are the elected representatives of all residents and ratepayers across the Shire. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. Below is a list of Strathbogie Shire Councillors.

MAYOR CR COLLEEN FURLANETTO

SEVEN CREEKS WARD

Date elected: 27 October 2012 E colleen.furlanetto@strathbogie.vic.gov.au M 0427 537 522

DEPUTY MAYOR CR MALCOLM LITTLE

HUGHES CREEKS WARD

Date elected: 27 October 2012 E malcolm.little@strathbogie.vic.gov.au M 0407 549 020

CR DEBRA SWAN

NAGAMBIE WARD

Date elected: 27 October 2012 E debra.swan@strathbogie.vic.gov.au M 0438 726 671

CR GRAEME 'MICK' WILLIAMS

SEVEN CREEKS WARD

Date elected: 27 October 2012 E mick.williams@strathbogie.vic.gov.au M 0417 317 151

CR ALISTER PURBRICK

LAKE NAGAMBIE WARD

Date elected: 27 October 2012 E alister.purbrick@strathbogie.vic.gov.au M 0428 029 494

CR PAT STORER

HONEYSUCKLE CREEK WARD

Date elected: 27 October 2012 E pat.storer@strathbogie.vic.gov.au M 0407 975 456

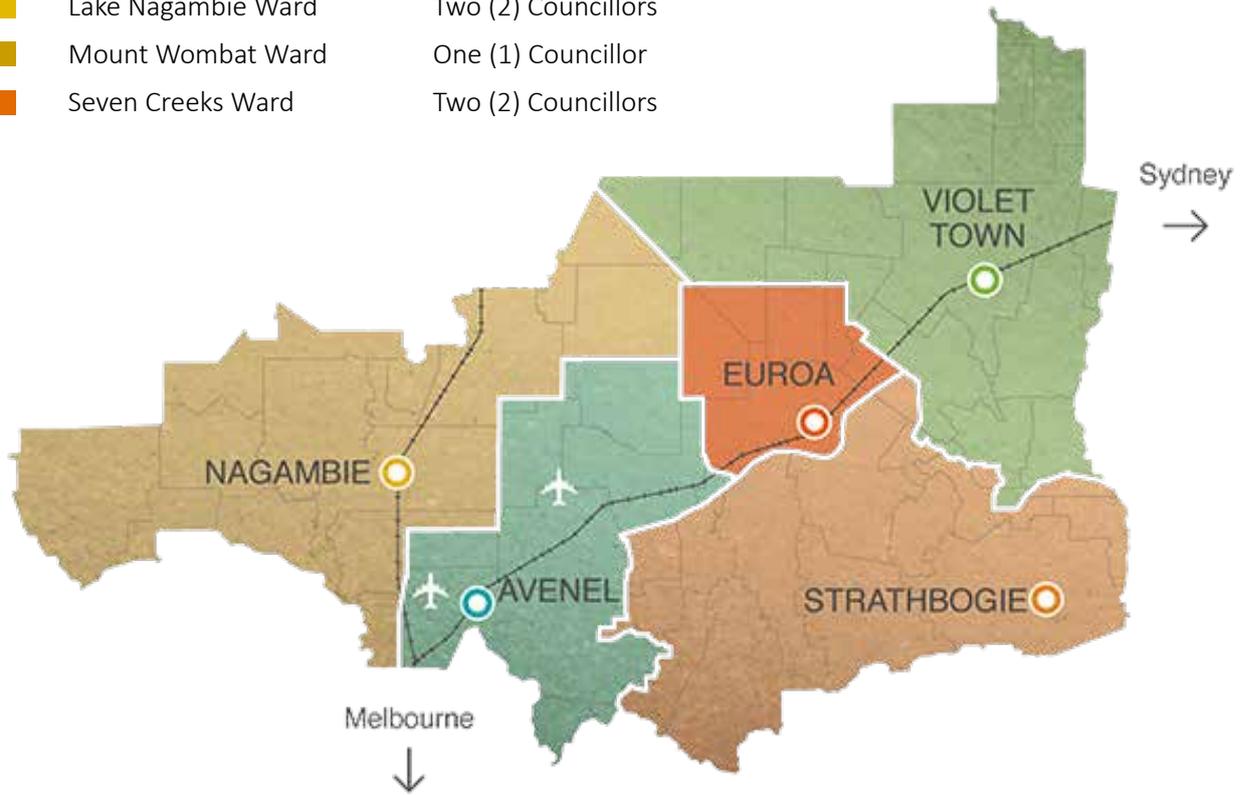
CR ROBIN WEATHERALD

MOUNT WOMBAT WARD

Date elected: 27 October 2012 E robin.weatherald@strathbogie.vic.gov.au M 0408 918 987

Strathbogie Shire Wards

- Hughes Creek Ward One (1) Councillor
- Honeysuckle Creek Ward One (1) Councillor
- Lake Nagambie Ward Two (2) Councillors
- Mount Wombat Ward One (1) Councillor
- Seven Creeks Ward Two (2) Councillors



Euroa Township ~ aerial view 2015





CLIMATE SMART AGRICULTURAL DEVELOPMENT PROJECT

The Climate Smart Agricultural Development (CSAD) Project

aims to enable Local Government, land managers and agricultural sectors in the Goulburn Broken region to better understand the effects of a changing climate. Strathbogie Shire Council is one of seven partner Councils to support the project which has been managed by the Goulburn Broken Greenhouse Alliance.

The Goulburn Broken region is known as the heart of Victoria's 'Food Bowl', with primary production and associated industries and business a critical economic driver. As the effects of a changing climate continue to challenge the agricultural industry the project aims to enable project partners to support the ongoing prosperity and development of this important industry. Understanding the long term impact of climate change on regionally important commodities and the integration of this knowledge into strategic planning processes and agribusiness development activities will be critical to the ongoing success of agriculture in the region. The project was launched in Shepparton on Friday 18 September and was attended by a 25-strong international delegation in Australia as part of the Victorian Government's Department of Economic Development, Jobs, Transport and Resources' Australian Award Fellows Program.





climate smart agricultural development project

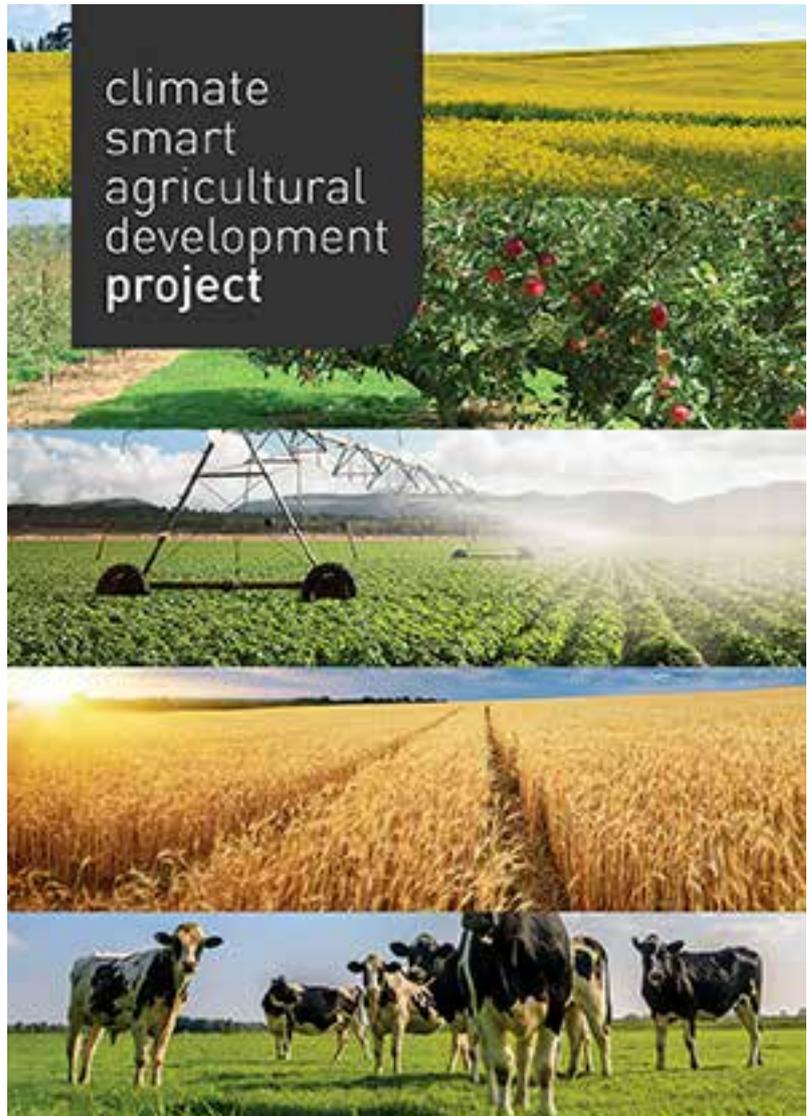
Funded by the Victorian Government's Department of Environment, Land, Water and Planning through a \$200,000 contribution, the project is a partnership project between Benalla Rural City Council, Campaspe Shire Council, Greater Shepparton City Council, Mansfield Shire Council, Moira Shire Council, Murrindindi Shire Council, Strathbogie Shire Council and the Goulburn Broken Catchment Management Authority.

Central to the project is a critical research component which will see the development of a spatial mapping tool at its conclusion in 2016-17.

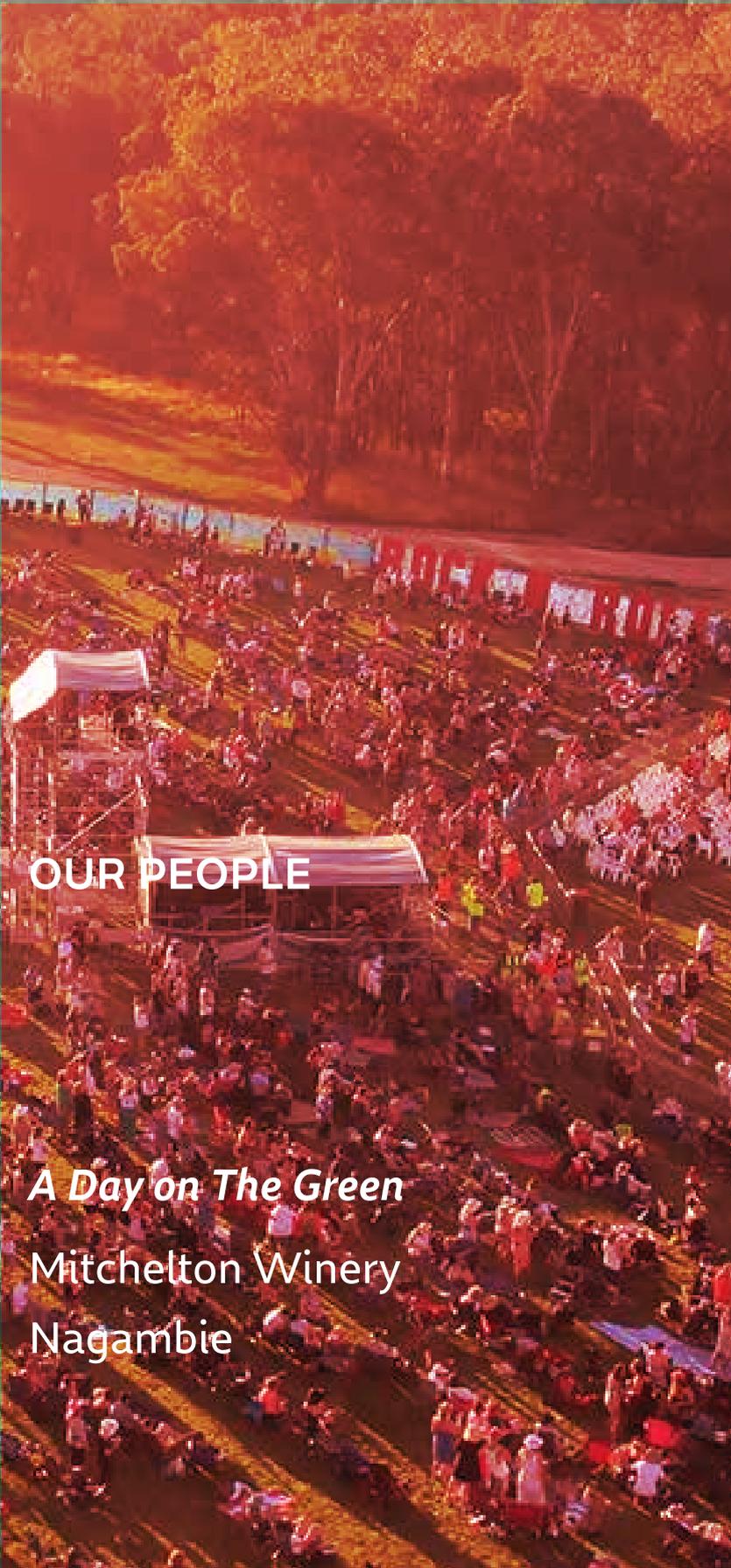
< Photo left

An international delegation in Australia, as part of the Victorian Government's Dept of Economic Development, Jobs, Transport and Resources, Australian Award Fellow program attended the launch of CSDA.

Photo right >
CSDA Project Launch

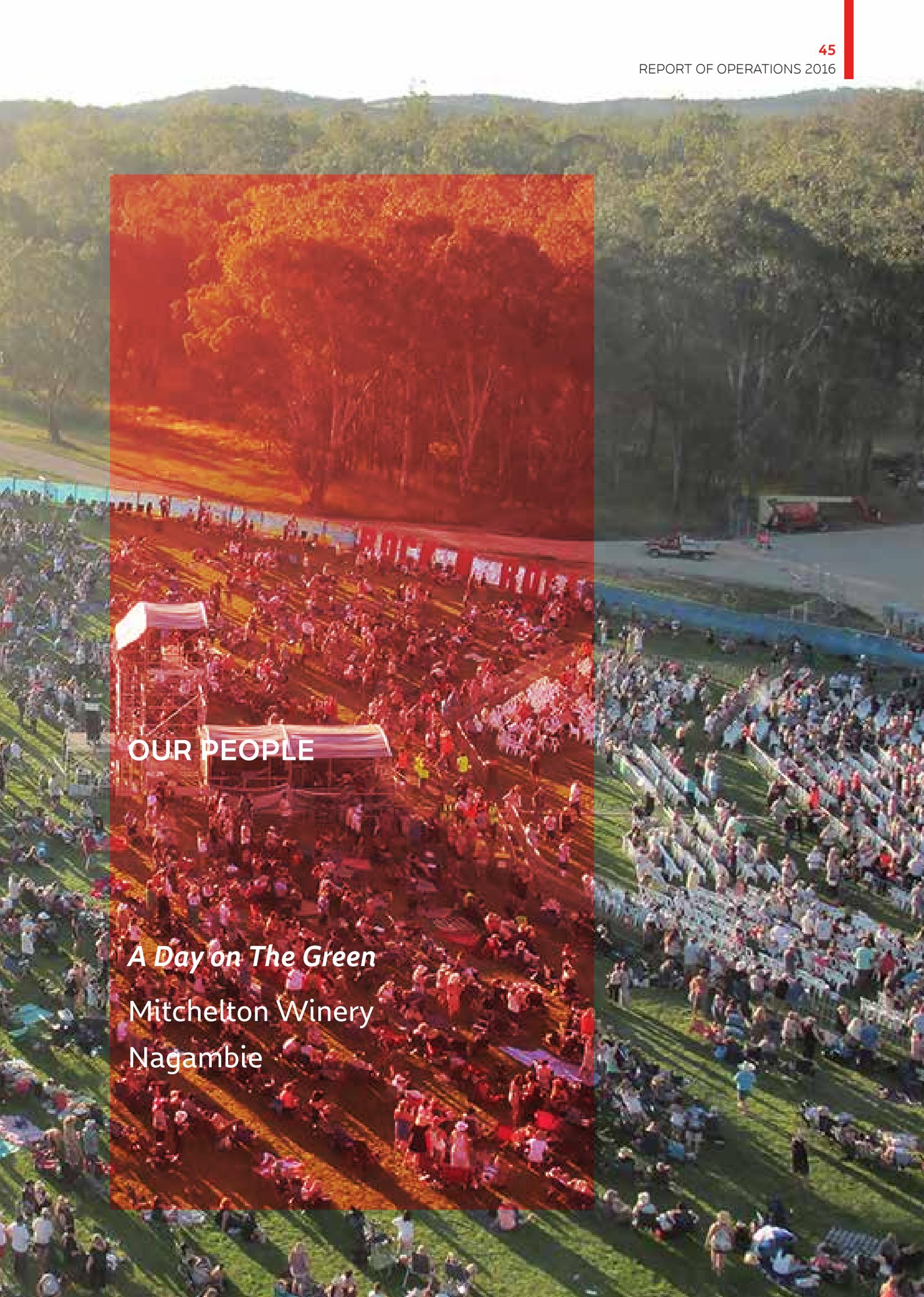






OUR PEOPLE

A Day on The Green
Mitchelton Winery
Nagambie



CEO and Directors

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan. The CEO and three Directors form the Executive Management Team (EMT) and lead the organisation. Details of the CEO and senior officers reporting directly to the CEO are set out below.

Chief Executive Officer

STEVE CRAWCOUR **CHIEF EXECUTIVE OFFICER**

Steve was appointed Chief Executive Officer of Strathbogie Shire Council, effective 1 August 2011. Steve was previously Council's Director, Strategic and Community Development, a position he held since his commencement with Council in 2008. Steve has over 30 years' experience in Local Government and was previously employed by the Cities of Brimbank, Warrnambool and Springvale. He has an Advanced Diploma of Business Management, Diploma and Certificate in Occupational Health and Safety, Certificate in Critical Incidents Management, a Certificate in Telecommunications (Contact Centres) and a Diploma of Management. He is an Associate Fellow of the Australian Institute of Management, Fellow of LGPro (Local Government Professionals), a member of the Safety Institute of Australia and a member of the Australian Institute of Company Directors.



Senior Officers Reporting Directly to the Chief Executive Officer

PHIL HOWARD **DIRECTOR OF SUSTAINABLE DEVELOPMENT | DEPUTY CEO**

Phil commenced with the Strathbogie Shire Council in 2006 and was appointed Director of Sustainable Development in 2011 and later become Deputy CEO as part of his role. Phil has worked in Local Government for over 20 years and has held roles in finance, human resources, corporate services, planning and economic development. Prior to Local Government, Phil was an accountant for the ANZ Bank. Phil is a full member of the Planning Institute of Australia (PIA) and past board member (VIC Division) and is also a member of LGPro, Victorian Planning & Environmental Law Association (VPELA) and board member of the Goulburn Valley Regional Collaborative Alliance. Phil has qualifications in Master of Arts (Community Development), Graduate Diploma Rural &



Regional Planning, Graduate Diploma in Management, Associate Diploma in Local Government, Diploma of Management, Graduate Alpine Valleys Leadership Program. Areas of responsibility include grants, tourism/ economic development, sustainable development, planning, community relations, customer service and human resources.

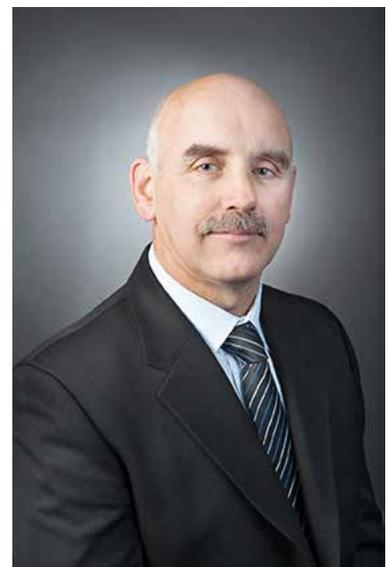
ROY HETHERINGTON
DIRECTOR OF ASSET SERVICES

Roy was appointed Director Asset Services in December 2010. He is responsible for the management of Council's assets including buildings, roads, traffic management, bridges, drains, parks and waste management. Roy is a qualified municipal engineer with over 35 years' experience in Local Government. Over the years he has worked for a number of Councils of differing size.

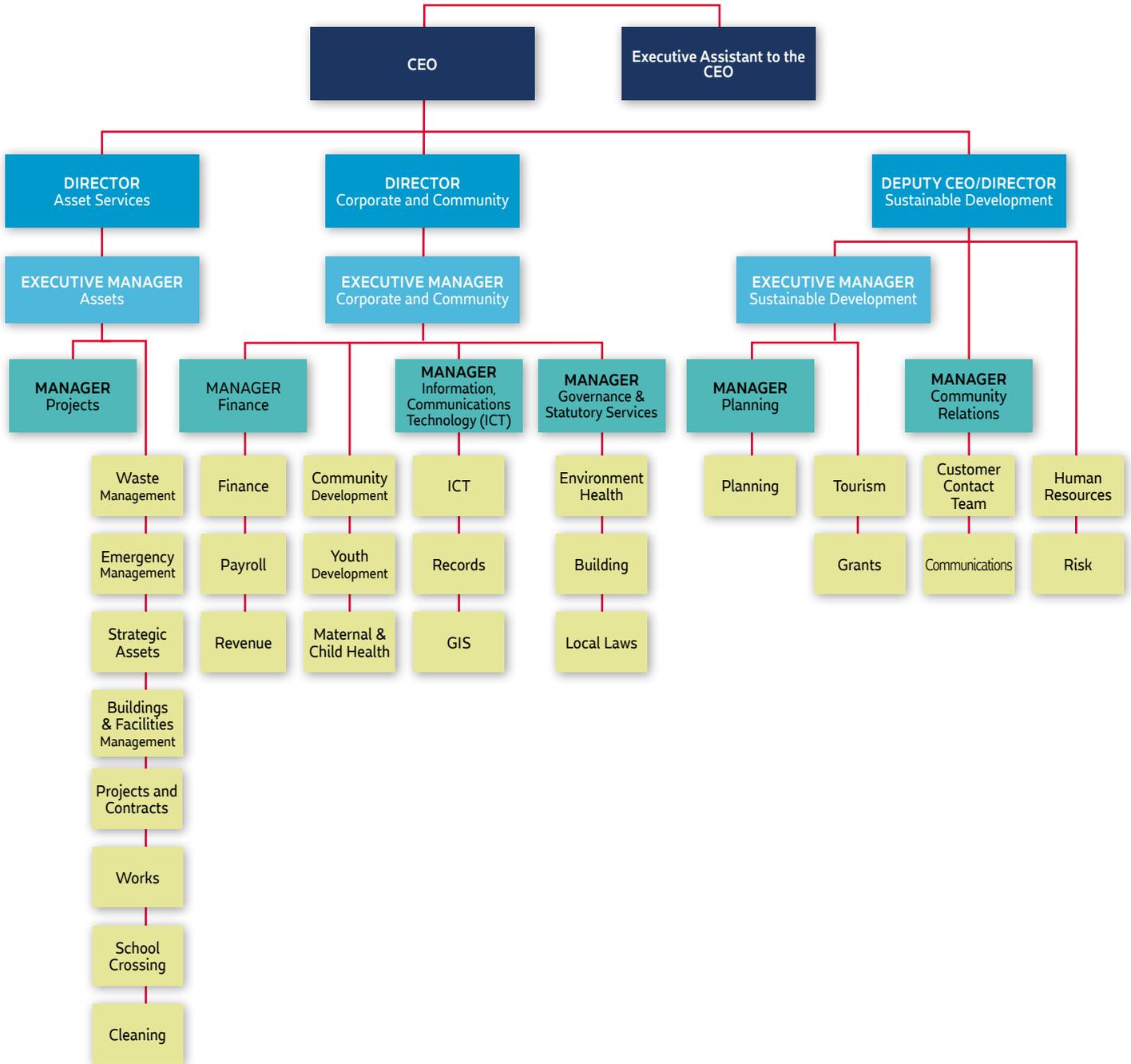


DAVID WOODHAMS
DIRECTOR CORPORATE AND COMMUNITY

David commenced at Strathbogie in May 2012. David has over 36 years experience working in Local Government, primarily in small rural Councils. David is committed to the financial sustainability of rural Local Government through good planning and focusing on core service delivery. David is a Certified Practicing Accountant, has a Bachelor of Business, a Diploma in Project Management, a Graduate Certificate in Management and is a member of LGPro and FinPro. Areas of responsibility include finance, governance and statutory services, information and communication technology, community development, youth services, maternal and child health.



Organisational Structure Chart

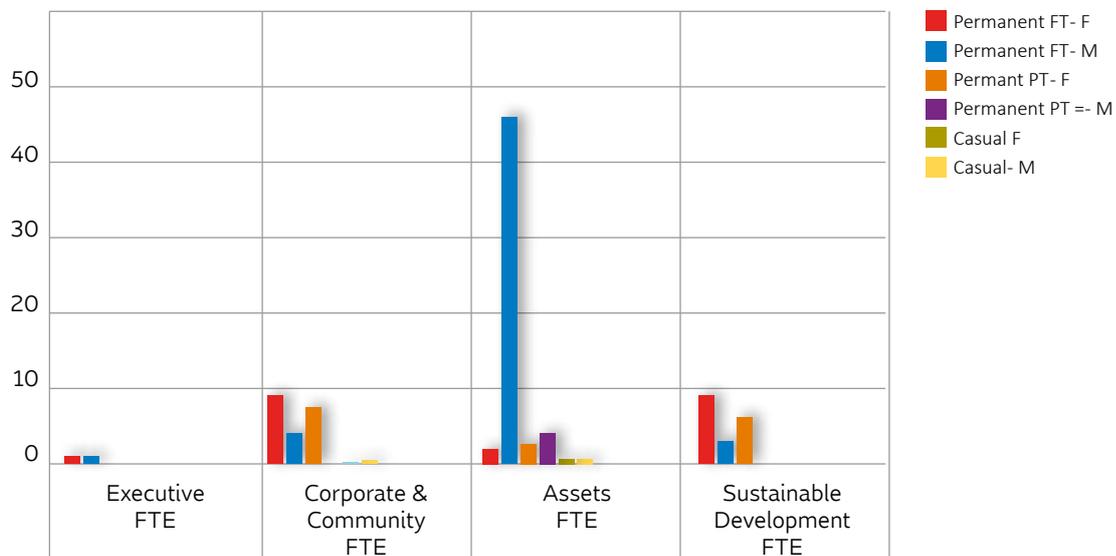


Council Staff

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below as at 30/6/2016.

Employee type/gender	Executive FTE	Corporate & Community FTE	Assets FTE	Sustainable Development FTE	TOTAL FTE
Permanent FT – F	1	9	2	7	19
Permanent FT – M	1	4	46	3	54
Permanent PT – F	0	7.43	2.71	6.19	16.3
Permanent PT – M	0	0	4.11	0	4.1
Casual – F	0	0.05	0.70	0	0.8
Casual – M	0	0.40	0.68	0	1.1
TOTAL	2.00	20.9	56.2	16.2	95.3

FT - Full time | PT - Part time | F - Female | M - Male



A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below.

WORKFORCE DATA										
Structure Classification	Band 1 FTE	Band 2 FTE	Band 3 FTE	Band 4 FTE	Band 5 FTE	Band 6 FTE	Band 7 FTE	Band 8 FTE	All other FTE	Total FTE
Permanent Full Time - Female	0	0	0	4	3	7	0	0	5	19
Permanent Full Time - Male	0	0	26	6	3	6	2	0	11	54
Permanent Part Time - Female	0	1.02	0	6.07	3.27	4.05	0.89	0	1.02	16.32
Permanent Part Time - Male	0	2.53	0.63	0	0	0	0	0	0.95	4.11
Casual - Female	0.35	0.35	0	0	0	0	0	0	0.05	0.75
Casual - Male	0.04	.64	0	0	0	0	0	0	0.40	1.06
TOTAL	0.39	4.54	26.63	16.07	9.27	17.05	2.89	0	18.42	95.26

FTE - Full time equivalent

Historical Avenel Bridge over Hughes Creek, Avenel



Equal Employment Opportunity Program

Strathbogie Shire Council's Equal Opportunity Program supports a work environment that is free from discrimination. Council has in place an organisational wide policy framework which outlines the expected standards of behaviour based on requirements under the Equal Opportunity Act 2010. Equal opportunity principles are integral to employment practices, policies, procedures and day-to-day operations of the organisation.

Council takes proactive, reasonable and proportionate measures to eliminate any form of discrimination against persons or groups of persons with the protected attributes as prescribed under the relevant Equal Opportunity and Antidiscrimination Legislation. Council recognises employees on the basis of their abilities, qualifications and skills and is committed to achieving a positive culture in the area of equal opportunity.

Council provides access to the Contact Officer network as an impartial and confidential forum for discussion of matters pertinent to equality in the workplace. In addition to eliminating discrimination, the program plays a critical role in the promotion of a workplace that is free from harassment and bullying, where all individuals associated with the organisation treat each other with respect.

The indicators that measure the effectiveness of the program and the results for the year include the provision of equal opportunity training sessions to staff and the ease at which staff can access Contact Officers. A statistical report monitoring gender equality within the organisation is tabled to Executive Management. These indicators are monitored on an ongoing basis as part of Human Resource functions.

Additional actions supporting principles of the Equal Opportunity Program include Council's Parental Leave Kit, which provides management with practical tools to support staff in ensuring gender equality in areas such as breastfeeding in the workplace and enabling access to educational information relating to achieving a work-life balance.



STRATHBOGIE RECEIVES TOP CUSTOMER SERVICE RANKING

Strathbogie Shire Council's ranking as number one for customer service in the latest Customer Service Benchmarking Australia (CSBA) assessments, reflects its commitment to the delivery of quality customer service. Strathbogie Shire took out the top spot in two separate rounds of assessment which measured the delivery of customer service.

The ranking is testament to the commitment and professionalism of the Community Relations Team which has excelled in its core area of business.

The Shire was previously ranked 17th in its last CSBA assessment in 2012 and invested heavily in training and development since that time. The focus has remained on improving all elements of the customer experience, with the CSBA result aligned to the organisation's clearly defined customer contact philosophy.





A fresh approach to delivering quality customer service and care saw Contact Officers undergo advanced training across the organisation to allow team members to be able to fulfil the needs of customers in the first instance where possible. While some enquiries may still require referral to the relevant department, customer enquiry statistics revealed since the training and renewed focus on improving customer service the Customer Relations Team has been able to resolve more than 80 per cent of phone enquiries without the need to transfer to another department. This result is a massive increase on 60 per cent before the customer contact approach was adopted.

The CSBA assessment utilises a mystery shopper and provides a thorough assessment of the level of customer service provided within an interaction.

As the frontline interface between the community and Strathbogie Shire, the need for exceptional customer service was viewed as integral to the overall functioning of the organisation. Strathbogie Shire Council is proud to have excelled in this area.



Other Staff Matters

Enterprise Bargaining Agreement

The Enterprise Bargaining Committee comprising management representatives, nominated workplace delegates (union and non-union) and union officials successfully negotiated a new Enterprise Bargaining Agreement. The agreement spans a four year period and included productivity improvements and reasonable wage increases consistent with CPI and the long term financial plan of Council.

Professional development

In order to ensure a well skilled and productive workforce, Council provides a variety of avenues for professional development and personal growth. Opportunities to improve the capacity of the organisation and enhance skill levels are considered against identified strategic objectives and assessment of training needs, which are identified through individual performance and development plans.

The provision of flexible learning methodologies including e-learning, facilitated workshops and mentoring are considered valuable. Flexibility of this kind can benefit the individual staff member and is often a cost effective option. Apprenticeships and traineeship schemes are effectively utilised within Council and provide an additional career pathway. Study assistance is offered for employees undertaking relevant tertiary courses.

Health and safety

Strathbogie Shire Council is committed to ensuring the health, safety and wellbeing of all those associated with Council. This responsibility is achieved through allocating the necessary resources for practicable and identifiable health and safety purposes.

A comprehensive review of Council's Integrated Management System aimed to guarantee compliance with relevant legislation and best practice workplace safety.

Community awareness initiatives such as Relay for Life and informal activities held internally are supported by the Executive Management Team and deemed to be effective in building awareness about a wide range of general health and wellbeing matters.

Preventing violence against women

Strathbogie Shire Council continues to champion the violence against women White Ribbon Day initiative and takes a strong stance on violence against women. This focus further strengthens equality and equity principles and continues to shine a light on the impact of violence against women to the community as a whole. The CEO Steve Crawcour and Councillor Pat Storer are official White Ribbon Ambassadors.



OUR PERFORMANCE

Love
Strath-
bogie

Melbourne Food and Wine Expo

Planning and Accountability Framework

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

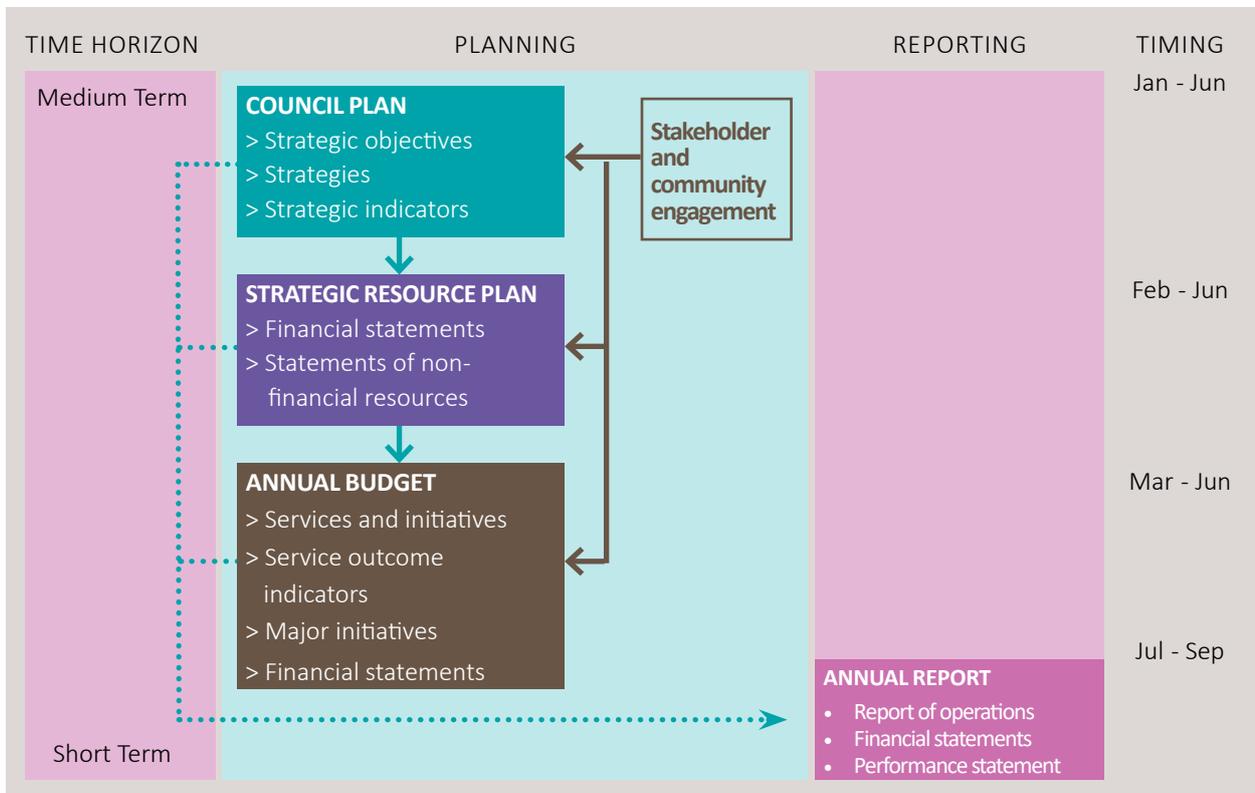
A Council Plan within the six months after each general election or by 30 June, whichever is later

A Strategic Resource Plan for a period of at least four years and include this in the Council Plan

A Budget for each financial year

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 2013-17 includes strategic goals, strategies for achieving these for the four year period, strategic indicators for monitoring achievement of the strategic objectives and a Strategic Resource Plan. The following are the seven strategic goals as detailed in the Council Plan.

1	Community Wellbeing		A community that has equitable access to a range of quality services which respond to its diverse needs and supports the wellbeing of our communities.
2	Environment		To promote and foster sustainable development in our natural and built environment.
3	Financial		To ensure prudent, transparent and strategic financial planning which results in a sound legacy for the future.
4	Governance		A Shire that builds trust and recognises community needs through transparent, accountable and democratic decision making.
5	Industry, Business and Investment		Encourage investment and development into the Shire by having a responsive and proactive business development culture.
6	Infrastructure		Ensure the Shire's infrastructure enhances efficiency for people and freight movement, service delivery and community amenities.
7	Tourism and Hospitality		A desirable and safe destination that supports the development of tourism and hospitality enterprises that drive economic growth across our Shire.

Performance



Council's performance for the 2015-16 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the 2013-17 Council Plan. Performance has been measured as follows:

Results achieved in relation to the strategic indicators in the Council Plan

Progress in relation to the major initiatives identified in the Budget

Services funded in the Budget and the persons or sections of the community who are provided those services

Results against the prescribed service performance indicators and measures

STRATEGIC OBJECTIVE 1: COMMUNITY WELLBEING

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
Enhance the wellbeing and participation of our community		
Continue to support and participate in the Strathbogie Health and Community Services Consortium	100%	The CEO meets quarterly with the Consortium. This commitment to the Consortium is ongoing. Meetings have been held however are currently suspended due to the resignations of two CEOs of two Consortium members. Meetings will recommence once these positions are filled.
Support Community Action Groups to develop methods of improved communication during emergencies	100%	Combined action group meeting held in October 2015. Support for the action groups is ongoing through the Community Development Program. Community Development Officer has continual contact with action groups and supports them in their planning.
Collaborate and provide support to the development of Community Action Group Action Plans	100%	Support for action groups is ongoing. Community Development Officer provides continual support to action groups. Community Development Strategy currently underway.
Support the "Prevention of Violence against Women and Children Supporting Safer Communities" Action Plan	100%	Council is involved in regional projects that address prevention of violence against women. Council continues to champion White Ribbon Day.
Investigate opportunities for Shire-wide youth cultural activities	100%	The Youth Program incorporates the Youth Committee, FReeZA Events Committee and youth involvement into the Youth Strategic Plan. This Youth Program is funded for three years.
Advocate for funding for a review of the Aquatic Strategy	100%	Review completed.
Support the development of a Men's Shed Program across the Shire	100%	The Community Development Officer works with local Men's Sheds across the Shire to offer support in a range of ways, including committee rules, community grants, sources of grants and other relevant information. Continuing to seek further funding opportunities for Nagambie Men's Shed.
Investigate and seek funding for Shire-wide safe pick-up and drop-off areas at all Schools	100%	Avenel School Council funding contribution secured to improve Anderson Street drop-off area. Investigation has commenced into areas for Campbell Street, Euroa.



Strategic Indicator / Measure	Result	Comments
Enhance the wellbeing and participation of our community continued		
Investigate funding opportunities and suitable locations for Skate Park development in Avenel and Nagambie	20%	Project brief for Shire-wide skate parks, which will include Avenel and Nagambie as priorities, prepared for use in development of a Master Plan for each site. Discussions with both communities are continuing.
Increase Community Services to Nagambie Post Bypass		
Advocate for a full time child care facility in Nagambie	100%	Letters advocating for government funding for full time child care have been sent to relevant Ministers.
Advocate for funding of Nagambie Lakes Community House	100%	Meeting held with funding department. Ongoing support for Community House to obtain funding will be provided in future.
Advocate for an ambulance service in Nagambie	100%	Meetings advocating for an ambulance service in Nagambie have been held and ongoing advocacy from Council will continue into the future.
Advocate for a high school in Nagambie	100%	Letters to relevant Ministers sent to advocate for a high school in Nagambie.
Provide equitable and high standard public transport services / facilities		
Advocate for improved train station facilities across the Shire	100%	Issue raised with candidates for the Federal seat of Murray.
Advocate for better time-tabling and shuttle services between Shepparton to Seymour and Wodonga to Seymour	100%	Issue raised with candidates for the Federal seat of Murray.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-16 Budget for the year.

Major Initiatives	Progress
Installation of a new roof for the Violet Town Community House	Construction of a new steel framed roof was completed by June 2016.
Installation of perimeter fencing and new playground equipment at Bicentennial Park Euroa	Works were undertaken throughout 2015-16.
Completion of an electrical upgrade to facilities at Jubilee Park Avenel including the precinct's tennis club, netball courts, barbecue area and toilet block	Works were completed in September.

STRATEGIC OBJECTIVE 1: COMMUNITY WELLBEING | *CONTINUED*

Services

The following statement provides information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities, immunisation programs and public health promotions. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.
Libraries & Arts	This service provides public library resources to the community as a whole through the provision of library facilities at three locations and a Community Cinema in Euroa. A mobile library service visits the towns of Strathbogie, Avenel and Longwood. These facilities provide a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.
Community Grants and Recreational Planning	This service provides funding for the development of community facilities and activities to benefit the whole community.
Maternal and Child Health	This service provides family oriented, visiting and centre based maternal and child health services to support families in the area of health and development, parenting, safety and wellbeing. Key age consultations and facilitating linkages between families, the local community and health professionals form a vital component of the Maternal Child and Health service.
Youth Services	This service provides youth facilities and a range of recreation and education based youth activities. Programs include FReeZA, National Youth Week and L2P learner driver mentor program. Additionally, this service provides support and information to young people and their families on a range of topics and subject matter.
Aged and Disabled Community Care and Support	This service provides a range of aged and disability care services aimed at supporting the Shire's aged population and those with a disability. Service provision also supports senior citizen clubs throughout the Shire and incorporates strategic and forward planning to ensure adequate support and care options for the Shire's aging population and those with a disability.
Street Lighting	This service enhances public safety and community access to the municipal community by providing street lighting in urban areas.



Service	Description
Parks and Reserves	This service is responsible for the management, maintenance and safety of parks and gardens, sporting grounds and playground facilities and ensures the community has access to quality parks and reserves.
Emergency Services	This service includes financial assistance for the SES service, fire prevention activities, flood mitigation and risk planning and is aimed at achieving community safety in the time of a large scale emergency.

Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Libraries and Arts			
Participation			
<i>Active Library Members</i> [Number of active library members / Municipal Population x 100]	25.62%	27.16%	No material variations
Maternal and Child Health (MCH)			
Participation			
<i>Participation in MCH key ages and stages visits</i> [Number of actual MCH visits / Number of expected MCH visits] x 100	84.66%	84.35%	No material variations
<i>Participation in MCH key ages and stages visits by Aboriginal children</i> [Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children] x 100	100%	100%	No material variations

STRATEGIC OBJECTIVE 1: COMMUNITY WELLBEING | CONTINUED

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Environmental Health			
Health and Safety			
<p><i>Critical and major non-compliance notifications</i></p> <p><i>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications about food premises] x 100</i></p>	100%	N/A	Council received no critical or major non-compliance food safety notifications in the 2015-16 reporting period.

Violet Town Library completed and operational



STRATEGIC OBJECTIVE 2: 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.

Service / Indicator / Measure	Result	Material Variations
Encourage clean, green environmental initiatives		
Work with Goulburn Broken Catchment Management Authority (GBCMA) to develop a program to remove sand from the pondage of Seven Creeks and Castle Creek and develop an agreed revegetation program	100%	Sand in Seven Creeks is being managed via new weir gates. A permit for vegetation and sediment removal in Castle Creek has been received from the GBCMA. Vegetation removal has been completed above water level.
Continue to develop the Violet Town Flood Mitigation Scheme	90%	Council staff have participated in consultation with the new Victorian Floodplain Management Strategy. Assistance was sought from the Department of Environment, Land, Water and Planning (DELWP) for an updated Floodplain Management Plan. A Violet Town Flood Mitigation meeting was held 7 July 2016. Affected landowners were invited to attend.
Introduce an Organic Household Waste Service	100%	Approximately 1057 tonnes of organic waste diverted to composting facility via the kerbside collection service.
Participate in Regional Street Light Retro-Fit program	100%	Completed.
Complete the Euroa Office Energy Retro-fit	100%	Completed.
Develop, maintain and protect our natural and built assets		
Support the Euroa Environment Group to develop a Shire-wide Significant Tree Register on public land	100%	Support has been offered and will be available when the group commences the project.
Update Council's Tree Management Plan	50%	New draft Management Plan being prepared.
Support the actions in the Shire's Community Safety Fire Action Plan	100%	Municipal Fire Management Plan under review and awaiting input from Regional Strategic Fire Management Planning Committee. 2015-2016 Municipal Fire Inspections completed.
Work with the "Bush Crew" where possible as part of the Shire's revegetation programs	100%	The "Bush Crew" invited to participate as opportunities arise.

STRATEGIC OBJECTIVE 2: ENVIRONMENT | *CONTINUED*

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-16 Budget for the year.

Major Initiatives	Progress
Upgrades to the Avenel, Euroa and Nagambie Transfer Stations.	Works continuing in 2016-17.

Services

The following statement provides information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Sustainability Management	This service includes the development of initiatives, strategies and policies that ensure the responsible and sustainable management of the Shire's natural and built environments. These services aim to maximise the environmental benefits for the municipal community as a whole. Council is committed to responsible and sustainable management of the Shire's natural resources. Programs in this service area include Pests and Weeds Program, Implementation of Council's Environmental Strategy and Carbon Footprint Assessment Program.
Waste Management	This service includes kerbside garbage and recycling collections, transfer station operations and waste management of public areas across the Shire.

New constructions at Transfer Stations, Shire wide

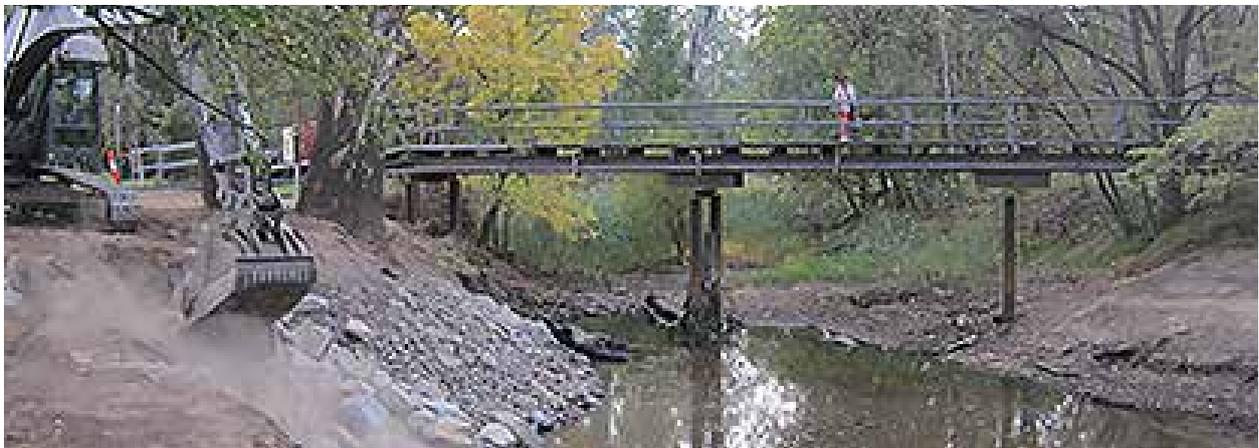




Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Waste Collection			
Waste Diversion			
<i>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] x 100</i>	31.51%	68.24%	The new waste collection program has been embraced by the community and significantly increased the level of diversion of waste from landfill.



Protecting Twomey's Bridge



STRATEGIC OBJECTIVE 3: FINANCIAL

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
Rationalise Council owned assets		
Sell the Euroa Youth Club Hall and relocate current use to a suitable location	90%	Subdivision plan has been prepared. Planning permit is in place.
Develop for residential use and sell Nagambie Shire Depot	100%	Allotments are on the market and one sold.
Investigate and determine underutilised assets within the Shire	100%	This is an ongoing process each financial year. A number of properties are in the process of being sold.
Continue to focus on improving operational efficiencies by decreasing costs		
Continue to drive the Shared Service Project with Shepparton in an endeavour to reduce operating expenditure and ensure efficiencies of service	75%	Project Control Group of the Alliance investigating projects for the 2016-17 year.
Target major capital works projects to seek government funding to reduce Council's costs	95%	Awaiting results from round 3 of the Bridges Infrastructure Grant Application to the Federal Government.
Explore and take up partnership opportunities of non-core services with other Shires and organisations	75%	Currently reviewing as part of the Alliance to expand sharing of some services to neighbouring councils. Moira Shire has joined the Alliance. Disaster Recovery Project to continue with Mansfield, Moira and the Alliance partners.
Benchmark Business Units under the Best Value Legislation to ensure efficient, effective and relevant services are provided	100%	All Business Units Service Plans have been completed. This will allow Council to further analyse the cost of delivering services.
Reduce Council's infrastructure gap in a financially responsible manner as per Council's Long Term Financial Plan	100%	Currently addressed in Budget and Long Term Financial Plan discussions.
Seek grant funding opportunities wherever possible	75%	CEO and relevant officers regularly meet with Regional Development Victoria staff to discuss funding options and priorities.



Strategic Indicator / Measure	Result	Comments
Continue to focus on improving operational efficiencies by decreasing costs continued		
Conduct a cost benefit analysis for the following operations - Euroa Saleyards/Boating Safety (compliance) operations in Nagambie/ Finance Services	66%	Boating safety review completed. Saleyards review completed. Financial services review about to commence.
Ensure Council has equitable support financially from both Federal and State Governments		
Advocate to both Federal and State Government to ensure that the current funding formulas provide equitable funds to Local Government	95%	Council attended the Rural Council Victoria Summit and Forum to support the 3/16/81 campaign. This campaign is about the share of the GST Local Government receives eg. 81% Federal/16% State and Local Government only receives 3%.

Services

The following statements provide information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Financial and Administration Services	This service area provides financial advice and support to the providers of all Council services, including budget preparation, long term financial planning, periodic reporting, processing of debtors and creditors, and statutory financial requirements, including FBT and GST reporting.

Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
None			

STRATEGIC OBJECTIVE 4: GOVERNANCE

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
Engage our community in our decision making processes		
Continue to deliver a program that provides increased Councillor interaction with the community in their local settings	100%	Council Road Shows remain an ongoing activity as does achieving continued media coverage. Council has a presence at Voices Meetings.
Introduce an online system for improved community engagement	65%	Council has over 500 Likes on the Strathbogie Shire Facebook Page and its Twitter followers continue to grow. The number of hits on the Strathbogie Shire web page remains steady.
Provide a workforce that is accountable and transparent in its operations		
Investigate best methods of access and surveillance in relation to safety and security at all Transfer Stations	100%	Quotes for surveillance systems provided to Waste Management Engineer. Surveillance system to be purchased and trialled at Euroa Transfer Station to determine effectiveness.
Address the actions required from the Internal Auditors reports and report back to Council via the Audit Committee	100%	All actions from the Internal Audit reports are being addressed. Audit Committee Minutes are reported to Council the month following the meeting.
Executive Management Team to monitor and review the ongoing performance of all staff operations and report back to Council	95%	In line with significant restructuring and an industry leading EBA the total salary costs for the 2015-16 year are less than forecast in the Long Term Financial Plan. The final area of restructuring to occur is the directorate of Corporate and Community which will be finalised in 2016-17.

Services

The following statement provides information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Governance	This area of governance includes the Mayor, Councillors, Chief Executive Officer and other Executive Management costs which cannot be easily attributed to the direct service provision areas.



Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Governance			
Satisfaction			
Satisfaction with Council decisions [Community Satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community]	48	48	No material variations

Nagambie Town entrance ~ new promotional flags



STRATEGIC OBJECTIVE 5: INDUSTRY, BUSINESS AND INVESTMENT

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
Ensure Council has the ability to provide a single point of contact for its customers		
Investigate a system to broaden Council's current Business Directory on the website to include individual skill-based details	100%	A business directory is available via Council's website and businesses have the opportunity to send their details for inclusion.
Seek funding to use interactive kiosks at each Library with up to date Council information with the ability to print	100%	Funding options have been researched. Funding for this type of initiative is not available from Government sources.
Support Nagambie traders post bypass		
Support the Nagambie Lakes Tourism and Commerce Committee in relation to branding, marketing and development of High Street Nagambie retail area	100%	This is an ongoing focus through the main street re-development. Recent endorsement by Council of the Nagambie Economic Development Strategy compiled by NLTC via Council Report further supports these objectives.
Support and enhance a 'Can-Do' Culture		
Investigate the formation of an education alliance group around advocacy, information sharing, strategic partnership and economic development	0%	A range of education stakeholder meetings have been organised and will be developed in the future.
Support actions in Council's Economic Development Master Plan	100%	Review of Economic Development Plan has been discussed with Councillors and implementation is ongoing. Continuing to role out three year action plan.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-16 Budget for the year.

Major Initiative	Progress
Stage 2 of the Euroa Saleyards redevelopment to allow for the extension of the roof to cover the majority of the complex	Stage 2 works are continuing in 2016-17.



Services

The following statement provides information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Planning	This service area processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal (VCAT) where necessary. It monitors Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, development, economic and social issues affecting Council.
Building	This service area provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of Council buildings and investigations of complaints and illegal works.
Grants	This service area researches grant funding opportunities for Council projects and programs and manages the associated application, monitoring and acquittal processes.
Strategic Projects	This service area provides resources for key strategic projects which generally have longer term outcomes for the development of the Shire. These projects often involve partnerships with other tiers of government and are often supported by external funding.
Saleyards	This service area refers to the Euroa Saleyards. The saleyards operate on an approximately one sale per month basis.

STRATEGIC OBJECTIVE 5: INDUSTRY, BUSINESS AND INVESTMENT | CONTINUED

Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Economic Development			
Economic Activity			
<i>Change in number of businesses [Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year/ Number of businesses with an ABN in the municipality at the start of the financial year] x 100</i>	5%	N/A	No material variations
Statutory Planning			
Decision Making			
<i>Council planning decisions upheld at VCAT [Number of VCAT decisions that upheld Council's decision in relation to a planning application/ Number of decisions in relation to planning applications subject to review by VCAT] x 100</i>	0.00%	33.33%	No material variations
Animal Management			
Health and Safety			
<i>Animal Management Prosecutions Number of successful animal management prosecutions [The number of successful animal management prosecutions]</i>	0	N/A	No animal management prosecutions undertaken.

STRATEGIC OBJECTIVE 6: INFRASTRUCTURE

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
Provide well maintained, affordable and appropriate infrastructure		
Develop a Risk Management Plan for Euroa Saleyards	100%	European Union Cattle assessment accreditation obtained.
Investigate options for the long term sustainability of the Euroa Saleyards including funding models and major Capital Works Programs	100%	To be reviewed on completion of Saleyards upgrade – Stage 2. Data collection phase of the review commenced.
Support history and cultural monuments		
Investigate the development of a long term master plan for the Euroa RSL and Third Age Club precinct	100%	Memorial Park development plan completed.
Deliver Council's bridge replacement in line with industry funding opportunities		
Review the management plan for Kirwans Bridge including funding opportunities	100%	Council was successful in Round 1 of the Federal Government's Building our Futures Bridges Renewal Plan. Council has received the \$200,000 grant from the Federal Government, and matched this contribution. Work completed at end of March 2016. Speed restriction works are planned for July/August 2016. These include: surveillance camera installation, speed cushions and pavement markings.
Investigate and consult in relation to providing a link bridge from the Friendlies Reserve to Memorial Oval over the Sevens Creeks	50%	Preliminary design completed. Progress dependent upon determination of Rockies Bridge proposal.
Support community initiative in securing funding to link Apex Walking Track across the Sevens Creeks near the Rockies	25%	Awaiting completion of design by Rockies Working Party.

STRATEGIC OBJECTIVE 6: INFRASTRUCTURE | *CONTINUED*

Strategic Indicator / Measure	Result	Comments
Provide passive and active recreational facilities and paths/tracks		
Investigate options to provide a shared pathway connecting the Regatta Centre to the Nagambie Town Centre	55%	It has been included in the Tracks and Trails Study and has been raised both verbally and in writing to the Minister of Tourism. Awaiting opportunity for funding.
Investigate options to provide a shared pathway connecting Kirwans Bridge Community to Nagambie Town	10%	This project will require significant funding and would be stage two of the link from the Regatta Centre. Recommendation that this project is recognised however will have significant costs attached to it. Being recognised will assist in future land developers fronting this area contributing to the construction via development conditions on a Planning Permit should a permit be required.
Investigate the development of a no boating or fishing area at River Street and introduce a no life guard swimming area	100%	The Council Plan nominated no-boating area at River Street is currently set aside in the Waterway Rules as prohibited to vessels as per Schedule 91.12(a) and designated by markers accordingly. Whilst Council does not designate swimming areas in the waterway, including the lake, it does set aside no boating areas where passive use of the waterway can be enjoyed.
Support the Nagambie Lakes Recreational and Commercial Stakeholders Waterways Committee in implementing the actions in the On-Land and On-Water Strategy	100%	Manager Governance & Statutory Services provides ongoing support in action implementation as the Council representative on the Nagambie Waterways Advisory Committee for Council's Waterway Strategy and the Goulburn-Murray Water On-Land On-Water Implementation Plan. The draft Nagambie Waterways Strategy was presented at the Nagambie Waterways Advisory Committee June 2016 meeting and has been recommended by the Committee for Council adoption.
Secure funding to develop options for an additional sport and recreation precinct in Nagambie	10%	Options to be identified following completion of the Recreation Reserve Master Plan.
Subject to funding, extend landing in front of Rowing Club around to staged area at Buckley Park and back to walking bridge at boat ramp area	100%	Project funded at mid-year budget review. Works completed.



Strategic Indicator / Measure	Result	Comments
Provide passive and active recreational facilities and paths/tracks <i>continued</i>		
Develop a Nagambie Recreation Reserve Master Plan	50%	Met with Nagambie and Strathbogie Recreation Reserve Committees who have agreed to commence their Master Plans and contribute funds to the project as other Recreation Reserve Committees have done. The project commenced late July 2016.
Investigate the development of a Strathbogie Reserve Sporting Precinct Master Plan	50%	Met with Nagambie and Strathbogie Recreation Reserve Committees who have agreed to commence their Master Plans and contribute funds to the project as other Recreation Reserve Committees have done. The project will commence late July 2016.
Seek funding for stage two of Avenel Recreation Reserve upgrade	20%	Facility Development Plan currently being updated and discussions have commenced with Regional Development Victoria and Sport & Recreational Victoria.
Seek funding for the upgrade of the Avenel Memorial Hall	100%	Funding secured and project is under way.
Investigate and seek funding for the development of Strategic Walking Tracks, Horse Trails and Bike Routes for the Shire in conjunction with the Action Groups and Goulburn River Valley Tourism (GRVT)	90%	A Tracks and Trails Study has been completed and will be distributed to relevant groups and departments. With support from Council, some of these groups will be able to complete some of the smaller items and work with Council in applying for funding.
Provide best practice asset management		
Advocate for a pedestrian crossing at the railway gates on Birkett Street, Euroa	85%	Initially the project was placed on hold due to the new requirement from the State Government that any new rail crossing (road and/or pedestrian) needed to be grade separated. Council has undertaken a new design utilising an existing opening under the railway line approximately 300m to the north-east of Campbell Street. Council is waiting on the outcome from a meeting between the designer and V/Line for design approval (waiting on V/Line to confirm meeting). Council is also applying for funding for the placement of an additional footpath along Campbell Street, south of the rail crossing.

STRATEGIC OBJECTIVE 6: INFRASTRUCTURE | CONTINUED

Strategic Indicator / Measure	Result	Comments
Provide best practice asset management continued		
Clean up town entrances / town entry signs in the Shire	100%	Spring mowing completed on town entrances. Assistance provided to Violet Town Action Group to reconstruct the Leunig sign. Southern approach to Strathbogie to be included in town entrance mowing program.
Investigate and communicate with the community the development of pedestrian crossings in Brock Street, Railway Street and Binney Street area	25%	<p>Pedestrian facilities are major control items that require written approval from VicRoads for installation, removal or alterations.</p> <p>VicRoads have guidelines for determining whether or not a particular pedestrian facility is appropriate. Other factors requiring consideration include the speed zone, pedestrian needs, neighbouring facilities, type of pedestrians, road geometry, accident history, abutting land use, proximity of alternative pedestrian devices and other site specific conditions.</p> <p>Council is in the process of arranging for the undertaking of traffic and pedestrian counts at specific locations along Brock/ Railway / Binney Streets.</p>
Continue to design and seek funding for town drainage / sewerage schemes	100%	Council and Goulburn Valley Water undertook a joint departmental meeting to discuss current and future capital works projects. Goulburn Valley Water has supplied copies of proposed works.
Investigate the expansion of additional street lights in the Shire	100%	Requests for additional lighting investigated and referred to budget.
Advocate to VicRoads and VicTrack for the creation of a roundabout resulting in a safe intersection at Queen Street/Bank Street/Avenel Railway crossing	100%	Project included in Regional Freight Strategy and put forward in VicRoads' current regional planning initiative.
Investigate costs for Plain Road, Nagambie, to be sealed as an alternative truck route away from the town centre	100%	<p>Leading on from a previous report initial investigations have commenced to determine current commercial vehicle volumes and intersection layouts.</p> <p>After obtaining operator feedback, design and costing submitted for consideration by Council for 2016-17 Budget inclusion.</p>
Investigate improved signage and road condition of Mullers Road, Nagambie, in line with Council's Road Management Plan	100%	Cost estimate submitted for consideration by Council for 2016-17 Budget.



Strategic Indicator / Measure	Result	Comments
Provide best practice asset management continued		
Investigate road widening / upgrading options east of the Kelvin View Fire Station ("S" Bends) and Bends in: <ul style="list-style-type: none"> - Longwood Ruffy Road, south of Tarcombe - Longwood Road near Ardroy Corner 	100%	A site inspection was carried out by Council staff allowing for the identification of scope of works. Cost estimate of proposed works form part Draft 2015-16 Capital Works Program. Scoping document was prepared

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-16 Budget for the year.

Major Initiatives	Progress
Completion of significant upgrades to three bridges (Kirwans Bridge, Kellys Bridge, Pranjip Bridge) to improve their safety and capacity	Upgrade works on the three bridges were completed in 2015-16.

Services

The following statement provides information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Municipal Buildings	This service area is responsible for the maintenance of Council owned and controlled buildings which are utilised by the municipal community.
Swimming Pools and Beaches	Council operates outdoor pools in Euroa, Nagambie, Violet Town and Avenel. This service area is responsible for the provision of these facilities which are accessible by the municipality as a whole.
Roads and Bridge Maintenance Operations	This service area is responsible for the maintenance of Council's Shire-wide roads and bridges network.

STRATEGIC OBJECTIVE 6: INFRASTRUCTURE | CONTINUED

Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Pool Facilities Utilisation <i>Utilisation of Pool facilities</i> <i>[Number of visits to pool facilities / Municipal population]</i>	3.3%	4.41%	Council's exploration of the future funding for the Shire's pools generated additional utilisation during the 2015-16 pool season.
Roads Satisfaction <i>Satisfaction with sealed local roads</i> <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	43	44	No material variations

STRATEGIC OBJECTIVE 7: TOURISM

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
Ensure there is consistent branding and marketing of the Shire		
Work with Goulburn River Valley Tourism (GRVT) to advocate to relevant State Government departments for extra tourism funding	100%	Advocacy in this area is ongoing. GRVT held a dinner with the Minister for Tourism and Major Events which Council's CEO attended. A follow up letter was sent to the Minister highlighting Council's priorities.
Investigate funding for a marketing company to work with tourism groups across the Shire	100%	No funding opportunities have arisen for identified projects, however continue to work with GRVT as a member for Tourism - Ongoing
Conduct a forum with stakeholders to develop the Shire's branding as recommended in the Economic Development Master Plan	50%	Working together with Fowles, Mitchelton, Tahbilk and Maygars to expand the <i>Love Strathbogie</i> branding into Good Food and Wine tourism opportunities. Council was represented at the 2016 Good Food and Wine Expo from 3-5 June.
Ensure the successful implementation of the Tourism Strategies in the Economic Development Master Plan	100%	Implementation of activities, strategies and actions detailed in the Economic Development Master Plan are ongoing and span a three year period.
Continue to roll out updated Council branding	100%	Branding roll out is ongoing. <i>Love Strathbogie</i> branding is aligned with tourism activity and the new Strathbogie logo for corporate items.
Develop the Shire's tourism story and café culture		
Fund plaques on each building to advise of the history of that building	80%	Euroa township has a heritage trail with significant buildings signed. A document has now been completed in draft form for a Heritage Walk in Nagambie and prices sought for plaques. Once prices are determined, work will continue to purchase and install within allocated budget. A brief has been provided to EMT for the Nagambie area. These plaques will now be in the form of bollards within the Euroa Main Street as directed by EMT.

STRATEGIC OBJECTIVE 7: TOURISM | CONTINUED

Strategic Indicator / Measure	Result	Comments
Develop the Shire's tourism story and café culture continued		
Introduce a phone app. for website with town information	40%	Work continuing to develop Project Plan.
Work with Goulburn River Valley Tourism (GRVT) to develop a Military Trail	100%	Completed.
Work with Goulburn River Valley Tourism (GRVT) to develop a digital tourism platform	95%	In progress – data is currently being uploaded to enable site to go live in due course.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2015-16 Budget for the year.

Major Initiatives	Progress
Undertake works to improve access to the Euroa Caravan Park amenities block through an upgrade to the existing deck.	The new deck, handrailing and screens were completed in November 2015.

McGuinness Street Euroa pathway





Services

The following statement provides information in relation to the services funded in the 2015-16 Budget and the persons or sections of the community who are provided the service.

Service	Description
Boating operations and safety	Council is the boating authority for Nagambie Lakes. This service area provides patrol services, maintenance of boating infrastructure and support for on-water recreational activities to allow boat operators, water users and visitors to safely enjoy the water.
Tourism development	Strathbogie Shire has a high tourism profile with broad ranging attractions including, natural environment, water based activities, wineries, events and festivals. This service area is responsible for promoting the area generally and supporting local tourism bodies and tourism related events.
Nagambie Lakes Regatta Centre Precinct	The Nagambie Lakes Regatta Centre is a major national rowing complex which conducts many high profile State and National championships. This service area provides support for the attraction, promotion and management of rowing and other water based events at the Regatta Centre.
Events	This service area provides support for the planning, promotion and management of community based events.
Caravans	Council has control of caravan parks at Nagambie Lakes and Euroa. The parks are operated by Council contractors.

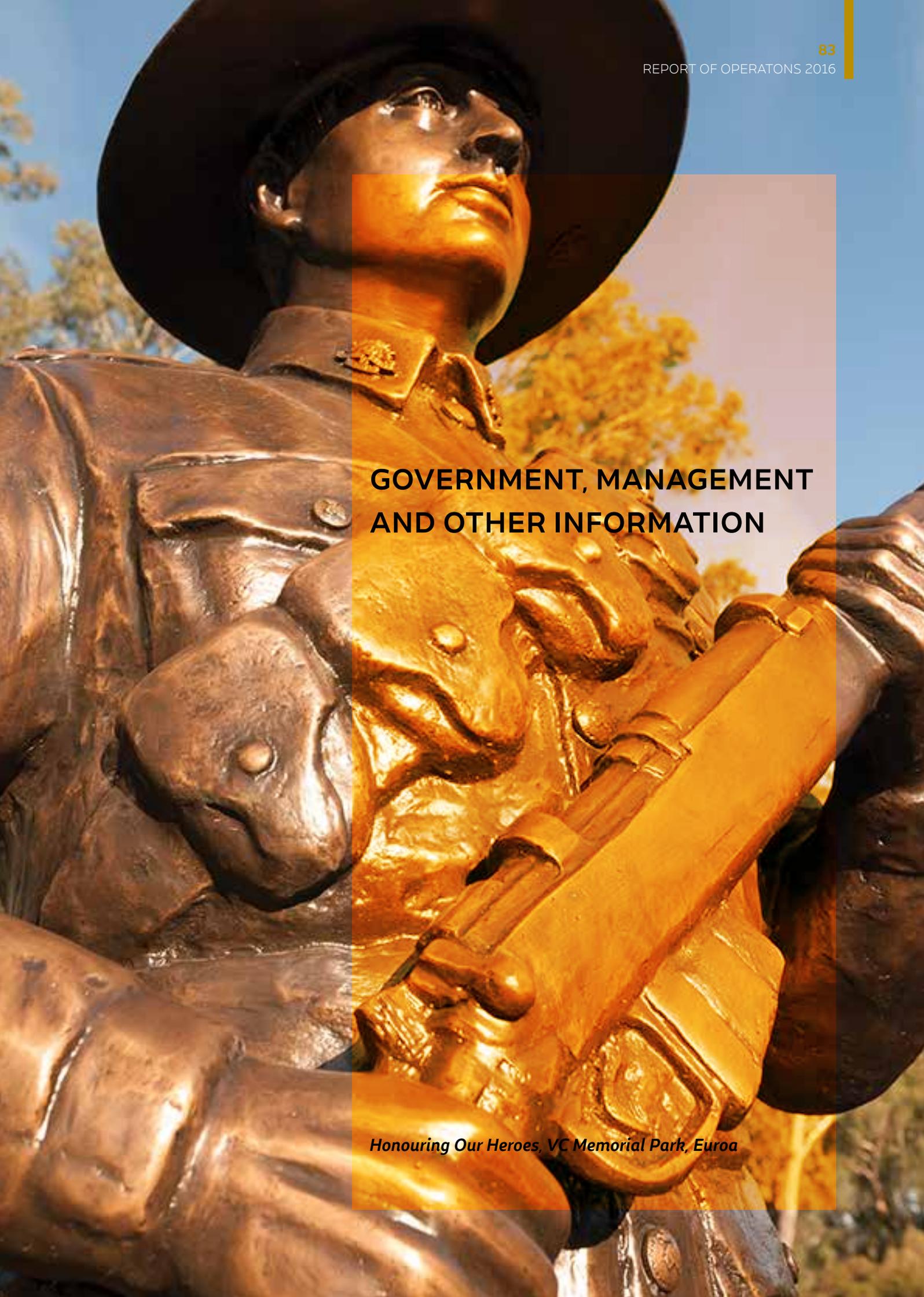
Service performance indicators

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

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
None			



Strathbogie Shire ~ Lakes and Ranges, composite



**GOVERNMENT, MANAGEMENT
AND OTHER INFORMATION**

Honouring Our Heroes, VC Memorial Park, Euroa

Governance

The Strathbogie Shire Council is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

Taking into account the diverse needs of the local community in decision-making

Providing leadership by establishing strategic objectives and monitoring achievements

Ensuring that resources are managed in a responsible and accountable manner

Advocating the interests of the local community to other communities and governments

Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as ward 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 third Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council Meetings also provide the opportunity for community members to submit a question to the Council, make a submission or speak to an item. For the 2015-16 year Council held the following meetings:

11 Ordinary Council Meetings

14 Special Council Meetings

16 Planning Committee Meetings.

The following table provides a summary of Councillor attendance at Council Meetings and Special Council Meetings for the 2015-16 financial year.

Councillors	Council Meeting	Special Council Meeting	Planning Committee Meeting	Total
Cr Colleen Furlanetto (Mayor)	11	13	14	38
Cr Malcolm Little	10	13	16	39
Cr Mick Williams	10	13	14	37
Cr Debra Swan	11	12	13	36
Cr Alister Purbrick	7	11	12	30
Cr Robin Weatherald	10	11	15	36
Cr Pat Storer	10	13	13	36

Special Committees

The Act allows Councils to establish one or more special committees consisting of:

Councillors

Council staff

Other persons

Any combination of the above

Continued on page 86



Governance *continued*

Special Committees *continued*

The following table contains a list of all special committees and advisory groups established by Council that is in operation and the purpose for which each committee was established.

Special Committee	No of meetings	Purpose
Audit Committee	4	The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development
Planning Committee	16	To delegate planning powers to a committee of Councillors who will have voting rights and meet fortnightly to consider planning applications normally referred to General Council. Urgent permit applications may be considered by General Council if a meeting is held before the fortnightly Planning Committee Meeting
Nagambie Waterways Recreational & Commercial Stakeholders Advisory Committee	5	Appointed to set policy and direction for the Nagambie waterways recreational and commercial users, to ensure that the activities on the Nagambie waterways meet the objectives and the vision of Council as set out in the Council Plan
Sustainable Development Reference Group	4	Appointed to provide feedback and advice to Council on the following objectives: <ul style="list-style-type: none"> • Providing for the fair, orderly, economic and sustainable use and development of public land • Protecting natural resources and maintaining the ecological processes and genetic diversity • Securing safe and liveable urban and rural environments • Conserving and enhancing culturally or socially significant buildings or areas • Facilitating sustainable development • Balancing the present and future interests of all Shire residents and visitors
Community Pools Working Group	2	Appointed to facilitate the development of a Shire-wide pools strategy. This strategy will look at pools in the Strathbogie Shire holistically and provide for their planning and development now and into the future.

Code of Conduct

The Act requires councils to develop and approve a Councillor Code of Conduct within 12 months after each general election. On 14 June 2016, Council adopted a revised Councillor Code of Conduct which is designed to:

Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter

Attract the highest level of confidence from Council's stakeholders

Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest

Roles and relationships

Dispute resolution procedures.

Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the 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 particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2015-16, nine conflicts of interest were declared at Council and Special Committee Meetings (this includes interest only declarations).

Governance *continued*

Councillor Allowances

In accordance with Section 74 of the Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is 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 Strathbogie Shire Council is recognised as a category one Council.

Councillor Expenses

In accordance with Section 75 of the Act, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor.

The following table contains a summary of the allowances paid to each Councillor and expenses during the year.

Councillors	Allowance \$	Total Expenses \$	Total Payments \$
Cr Colleen Furlanetto (Mayor)	37,493.46	6,658.52	44,151.71
Cr Malcolm Little	20,973.77	6,485.50	27,459.27
Cr Mick (Graeme) Williams	20,973.77	1,366.51	22,340.28
Cr Debra Swan	30,086.82	4,006.57	34,093.39
Cr Alister Purbrick	20,973.77	-60.00	20,913.77
Cr Pat Storer	20,973.77	-60.00	20,913.77
Cr Robin Weatherald	20,973.77	1,618.42	22,592.19

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

Management

Audit Committee

The Audit Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment. The Audit Committee consists of three independent members, John McInnes, Claire Taranto, Robert Gardner with Councillor Williams being Council's representative. Independent members are appointed for a three-year term. The Chair is elected from amongst the independent members.

The Audit Committee meets four times a year. The Internal Auditor, Chief Executive Officer, Deputy Chief Executive Officer, Director Corporate and Community, Director of Asset Services and Manager Finance attend all Audit Committee meetings. Other management representatives attend as required to present reports. The External Auditors attend in May and September each year to present the audit plan and independent audit report.

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

Avenel Township, aerial view



Management *continued*

Internal Audit

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

The Internal Auditor attends each Audit 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. The responsible Director for each area reviewed is required to attend the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated. Recommendations are assigned to the responsible Director and tracked in Council's Electronic Data Management System. Directors provide status updates that are reviewed by the Internal Auditor and reported to the Executive Management Team and the Audit Committee.

The SIAP for 2015-16 was completed with the following reviews conducted:

Procurement

Long Term Financial Plan

Infrastructure Management

Statutory Planning

OH&S Workcover

Risk Assessment

Payroll Review

Internal Audit Status Report

Past Issues Review

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2015–16 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 May and September Audit Committee meetings to present the annual Audit Plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

Risk Management

In December 2015, 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

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.

	Column 1 Governance and Management Items	Column 2 Assessment
1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	No Policy A new Community Engagement Policy will be developed with the new Council by the end of March 2017
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines adopted 12 August 2014 The guidelines are available on the Strathbogie Shire Council website http://www.strathbogie.vic.gov.au/images/Plans_policies_Strategies_reports/Community%20Engagement%20Strategy.pdf
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four [4] financial years)	Adopted in accordance with section 126 of the Act Date Adopted 19 June 2016
4	Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date adopted 19 June 2016
5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next ten years)	Plans Date of operation of current plans: General overarching: 6 November 2013 Transport Group: 6 November 2013 Bridges Group: 16 March 2015 Water Group (Drainage): 26 January 2013 Land Group: 26 January 2013 Buildings and Structure Group: 12 February 2015 Open Spaces Group: 9 January 2013 Plant and Equipment Group: 27 November 2012 Cultural and Heritage Group: 27 November 2012
6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of adoption: 9 June 2015

	Column 1 Governance and Management Items	Column 2 Assessment
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current strategy: 15 December 2015
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 16 June 2015
9	Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 15 December 2015
10	Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 17 November 2015
11	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	No plan Reason for no plan: A new plan is being developed commencing 22nd August 2016 in conjunction with JLT insurers; the current plan is out of date and inadequate
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)	No plan Reason for no plan: A new plan is being developed commencing 22nd August 2016 in conjunction with JLT insurers; the current plan is out of date and inadequate
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 15 December 2015
14	Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 20 November 2001

Governance and Management Checklist *continued*

	Column 1 Governance and Management Items	Column 2 Assessment
15	Internal Audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 17 April 2012
16	Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2015
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)	Produced quarterly for Council Date Presented to Council 19/4/2016, 16/02/2016, 21/7/2015 & 20/10/2015
18	Financial Reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 22/09/15, 20/10/15, 17/11/15, 15/12/15, 16/2/16, 23/2/16, 15/3/16, 19/4/16, 17/5/16
19	Risk Reporting (six (6) monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 1 October 2015 Strategic Risk register reported once to Council during the year
20	Performance Reporting (six (6) monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: Performance report scheduled for audit committee 13/9/16; reports presented to Council in October each year, Annual Report completed, monthly financial reports provided to Council, Council Plan reported quarterly

	Column 1 Governance and Management Items	Column 2 Assessment
21	Annual Report (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act Date statements presented: 20 October 2015
22	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date adopted: 14 June 2016
23	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 16/02/16, 08/02/16, 15/12/15, 07/03/16, 8/02/16, 23/06/16 & 23/10/15
24	Meeting Procedures (a local law governing the conduct of meetings of Council and special committees)	Adopted by Council: 16 December 2014

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


 Steve Crawcour
 Chief Executive Officer
 Dated: 19/09/2016


 Cr Colleen Furlanetto
 Mayor
 Dated: 19/09/2016





ACCESSIBILITY CHALLENGE A FIRST FOR STRATHBOGIE SHIRE

Strathbogie Shire Council's commitment to improving accessibility and breaking down barriers for people with a disability and their carers is reflected in all aspects of service delivery and functions. The Inclusive Communities Plan outlines how Council will support people with a disability to participate fully in their communities. A vital component of improving access and inclusion is raising awareness of the challenges people with a disability often face as they go about their day to day tasks. The first ever Strathbogie Shire **Access and Disability Advisory Committee (ADAC) Accessibility Challenge** highlighted many of those issues and provided an alternate perspective on the different obstacles people with a disability can face.

The Accessibility Challenge was held in Euroa's central business district in November 2015 with local businesses invited to participate in the event, which celebrated International Day of People with a Disability.

Community participation was strong and saw students from local primary and secondary schools join community members, Strathbogie Shire Council staff and business owners navigate the Euroa retail area and carry out simple tasks such as making a purchase while blinded folded, in a wheel chair or with other implied impairments, for the purpose of the event. Feedback in the form of an assessment card was completed by participants at the completion of their respective challenge, providing critical feedback on the challenges they faced and insight into how difficult it was to undertake the day-to-day tasks many of us take for granted.

A barbecue lunch followed all the hard work and allowed for further discussion and contemplation amongst participants. Feedback from the Accessibility Challenge will assist Council and participating businesses implement actions and strategies to reduce the barriers facing people with a disability.

The ADAC is made up of local volunteer community members who have put up their hands to be active contacts for access and inclusion. ADAC members live and work in the Shire and are actively involved in bringing news back to Council on ways to improve services, facilities, events, mobility and all aspects of personal wellbeing.

< *Students joined community members and participated in the Accessibility Challenge in the Euroa Business Precinct.*

Statutory Information

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

Documents Available for Public Inspection

In accordance with the regulation 12 of the *Local Government (General) Regulations 2015* the following are prescribed documents that are available for inspection or copies of the documents can be obtained for the purposes of section 222 of the *Local Government Act 1989* at 109a Binney Street, Euroa:

A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by Councillor or any member of Council staff in the previous 12 months, including –

- (i) the name of the Councillor or member of Council staff; and
- (ii) the dates on which the travel began and ended; and
- (iii) the destination of the travel; and
- (iv) the purpose of the travel; and
- (v) the total cost to the Council of the travel, including accommodation costs;-

The agenda for, and minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;

The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act

A register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act

A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease

Documents Available for Public Inspection *continued*

A register maintained under section 224(1A) of the Act of authorised officers appointed under that section

A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Best Value

In accordance with section 208B(f) of the *Local Government Act 1989*, at least once every year a council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles. Council incorporates Best Value Principles through regular business planning and performance monitoring processes and through a commitment to continuous improvement and innovation.

The following Best Value initiatives were undertaken during 2015–16:

Budget process – development of guidelines and processes for fees and charges

Service planning – development and implementation of integrated approach to business planning

Shared Services Project – achieves reduced operating expenditure and ensures efficiencies of service

Statutory Information *continued*

Carers Recognition

In accordance with the *Carers Recognition Act 2012*, Council is required to report annually on its care measurement obligations under Section 11 of that Act. Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the Act to people in care relationships who receive Council services, to people in care relationships, and to the wider community by:

Providing information and direct linkages to the Department of Human Services and other support agencies through Council's website

Providing information and support to organisations represented in Council and community networks through Council's involvement in the Goulburn Rural Access program

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

Council induction and training programs for staff working in front-line positions with the general community

Induction and training programs for volunteers working directly with the community

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

Council's four year Inclusive Communities Plan. This plan identifies measures to safeguard the rights of people with a disability, their families and carers

Support Senior Week celebrations

Support the Access and Disability Advisory Committee to provide the community with a voice in relation to access and inclusion

Contracts

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

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, as Council has prepared a Disability Action Plan it must report on the implementation of the Disability Action Plan in its Annual Report.

Council has prepared a Disability Action Plan through its Inclusive Communities Plan. The Plan outlines how the Shire will support people with a disability to participate fully in their communities. Council has implemented the following actions:

Continued to support and build the capacity of the Access and Disability Advisory Committee (ADAC)

Actively encouraged key community events to be more inclusive

Continued to support senior citizens with funding for maintenance of centres and activities

Supported better communication and decision making by internal departmental staff and contractors through the Rural Access Program

Actively supported awareness campaigns and events such as International Day of People with Disability

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.

Council adopted the Domestic Animal Management Plan 2012–16 in October 2013. The new plan was developed through consultation with Council's Animal Management Team and consideration of input from other Council departments.

Statutory Information *continued*

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.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their Annual Report 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

it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances)

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

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

Further information regarding FOI can be found at www.foi.vic.gov.au and on the Strathbogie Shire Council website at www.strathbogie.vic.gov.au

Protected Disclosure Procedures

In accordance with section 69 of the *Protected 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 here <http://www.strathbogie.vic.gov.au/council/plans-policies-strategies-a-reports/corporate>

During the 2015-16 year no disclosures were notified to Council officers appointed to receive disclosures, or to 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.



PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2016



Lake Nagambie

Description of Municipality

Strathbogie Shire is a rural municipality located approximately two hours from the Melbourne CBD and covers 330,326 hectares. We have diverse and picturesque communities served by townships such as Euroa, Nagambie, Violet Town, Avenel, Longwood, Ruffy and Strathbogie with a population of approximately 10,000 and growing. The Shire has an ageing population with 34% of residents aged 60 years and over. Of this aging portion of the community 19% are elderly singles and 15.4% are elderly couples. Nearly nine out of ten residents were born in Australia and only 4% of people came from countries where English was not their first language.

The Strathbogie Shire has a rural economic base of wool, grain, sheep and cattle production, extensive vineyards, world class wineries and a wide range of intensive cool climate horticultural enterprises. The region is also known as the horse hapital of Victoria due to its ever expanding horse industry. Thoroughbred breeding studs are the cornerstone of this important industry, with many prestigious Melbourne Cup winners bred and trained in the Shire. Nagambie is also the birthplace of Black Caviar, the world champion horse, and now has a life-size bronze statue sitting pride of place at Jacobson's Outlook.

Black Caviar, Jacobson's Outlook Nagambie



Sustainable Capacity Indicators

FOR THE YEAR ENDED 30 JUNE 2016

<i>Indicator / Measure</i>	Results		Material Variations
	2015	2016	
Population			
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,758.30	\$2,903.83	No material variations
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$23,842.80	\$24,896.09	No material variations
<i>Population Density per length of road</i> [Municipal population / kilometres of local roads]	4.37	4.15	No material variations
Own-source revenue			
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,845.97	\$1,955.13	No material variations
Recurrent grants			
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$1,157.20	\$578.77	The prepayment of VGC grants in 2014/15 had the reverse effect in 2015/16. The result is also impacted by the discontinuation of the HACC services at 30 June 2015 and consequent reduction in HACC grant revenues
Disadvantage			
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	3	3	No material variations

Sustainable Capacity Indicators *continued*

Definitions

“adjusted underlying revenue” means total income other than—

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

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

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

“population” means the resident population estimated by Council

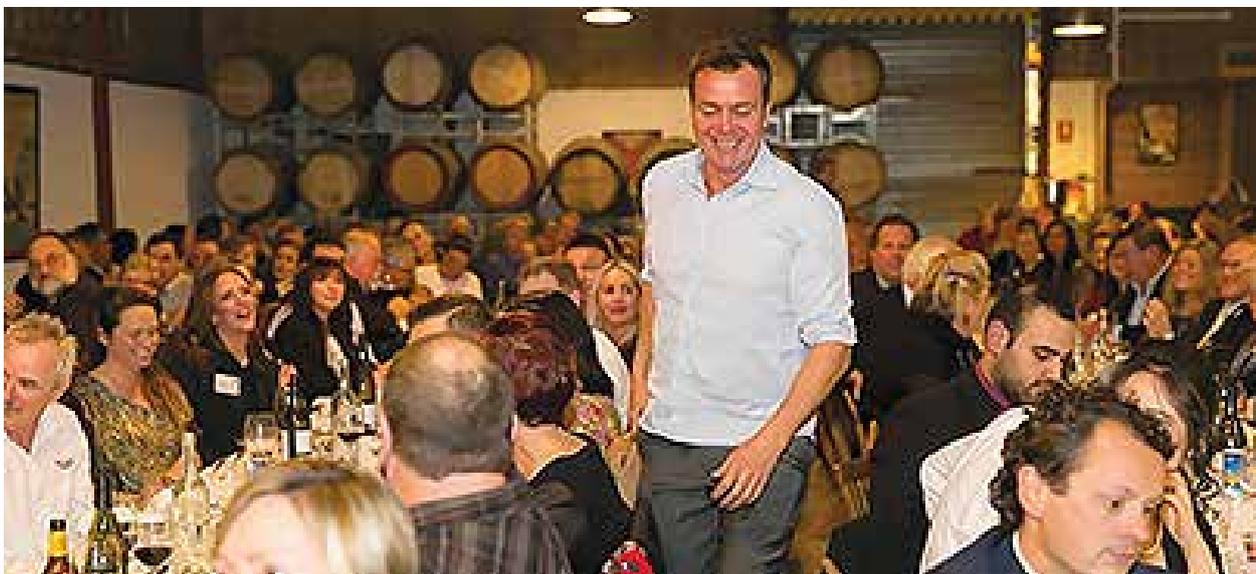
“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

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

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

BEE 2015 Business Awards Dinner, supported by Strathbogie Shire



Service Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2016

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Aquatic facilities <i>Utilisation</i> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.30	4.41	Council's exploration of the future funding for the Shire's pools generated additional utilisation during the 15/16 pool session
Animal management <i>Health and safety</i> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0.00	0.00	Council took no animal management prosecutions to court in the 2015-16 reporting period
Food safety <i>Health and safety</i> <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100	100%	N/A	Council received no critical or major non-compliance food safety notifications in the 2015-16 reporting period
Governance <i>Satisfaction</i> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	48	48	No material variation
Home and community care <i>Participation</i> <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x 100	31.33%	N/A	Council does not provide this service. It is provided by aged care service providers under contract with the Commonwealth and State Governments

Service Performance Indicators *continued*

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Home and community care <i>continued</i> Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x 100	9.76%	N/A	Council does not provide this service. It is provided by aged care service providers under contract with the Commonwealth and State Governments
Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	25.62%	27.16%	No material variations
Maternal and Child Health Participation <i>Participation in the MCH Service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	84.66%	84.35%	No material variations
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	100%	100%	No material variations
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	43.00	44.00	No material variations

Service / Indicator / Measure	Results		Material Variations
	2015	2016	
Statutory Planning <i>Decision making</i> 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] x 100	0.00%	33.33%	The total number of VCAT decisions was three, one of which was not set aside
Waste Collection <i>Waste diversion</i> 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] x 100	31.51%	68.24%	The organics waste program has been embraced by the community and significantly increased the level of diversion of waste from landfill

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

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"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

Service Performance Indicators *continued*

Definitions *continued*

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

“HACC program” means the Home and Community Care program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth

“HACC service” means home help, personal care or community respite provided under the HACC program

“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

“target population” has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

“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*.

New road paving, Avenel



Financial Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2016

Dimension / indicator / measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Efficiency							
Revenue Level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,866.36	\$1,939.62	\$2,000.62	\$2,049.92	\$2,100.53	\$2,151.98	No material variations
Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$3,745.70	\$3,477.38	\$3,544.36	\$3,536.34	\$3,608.11	\$3,676.87	No material variations
Workforce turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.72%	11.35%	5.1%	5.08%	5.08%	5.08%	Council has continued to review its services and the organisational structure to deliver efficiencies
Liquidity							
Working capital Current assets compared to current liabilities [Current assets / current liabilities] x 100	197.91%	203.69%	116.98%	109.48%	97.46%	93.01%	No material variations
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x 100	153.11%	129.44%	85.20%	72.33%	60.38%	55.04%	Reduction in the bank balance due to additional capital works

Financial Performance Indicators *continued*

Dimension / indicator / measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Obligations Asset renewal Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x 100	131.52%	121.97%	172.41%	122.92%	102.21%	98.89%	The result for this measure is expected to increase by 18 percentage points by 2018. The increasing trend reflects measures taken since 2015 to address the asset renewal gap through rate increases above CPI
Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate Revenue] x 100	13.08%	9.81%	6.74%	3.71%	2.63%	1.87%	Council direction is to reduce loan borrowings
Loans and borrowings Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100	4.86%	3.17%	3.06%	3.13%	1.15%	0.81%	Loan repayments are reducing as Council pays off debt
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x 100	15.06%	14.90%	10.28%	8.91%	7.91%	7.26%	No material variations

Dimension / indicator / measure	Results		Forecasts			Material Variations
	2015	2016	2017	2018	2019	
	2020					
Operating position						
Adjusted underlying result						
Adjusted underlying surplus (or deficit)	10.24%	-16.00%	1.05%	1.52%	-1.16%	-0.43%
[Adjusted underlying surplus (deficit) / adjusted underlying revenue] x 100						The prepayment of VGC grants in 2014/15 had the reverse effect in 2015/16 with 2015/16 total revenue decreased by the amount of the June 2015 prepayments. The written down value of infrastructure assets replaced increased in 15/16



Euroa Football Club Rooms



Euroa Saleyard



Euroa Kindergarten

Financial Performance Indicators *continued*

Dimension / indicator / measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x 100	53.65%	78.10%	67.42%	68.90%	71.09%	70.94%	The prepayment of VGC grants in 2014/15 had the reverse effect in 2015/16 with 2015/16 total revenue decreased by the amount of the June 2015 prepayments. Rate revenue for 2015/16 is consequently a higher than normal proportion of total underlying revenue. The 2015/16 percentage is also impacted by the discontinuation of HACC services at 30 June 2015 and consequent reduction in HACC grant revenues
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x 100	0.63%	0.66%	0.68%	0.70%	0.71%	0.73%	No material changes

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

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

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

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

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

"population" means the resident population estimated by Council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

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

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

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

FOR THE YEAR ENDED 30 JUNE 2016

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 19 June 2016 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.



Certification of the Performance Statement

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



David Woodhams FCPA
Principal Accounting Officer
Date 19 September 2016
Euroa, Victoria

In our opinion, the accompanying performance statement of the Shire of Strathbogie for the year ended 30 June 2016 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*.

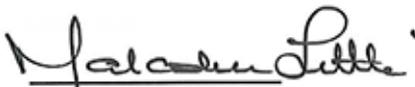
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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.

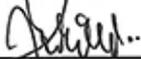
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Colleen Furlanetto
Councillor
Date: 19 September 2016
Euroa, Victoria



Malcolm Little
Councillor
Date: 19 September 2016
Euroa, Victoria



Steve Crawcour
Chief Executive Officer
Date: 19 September 2016
Euroa, Victoria



Victorian Auditor-General's Office

Level 24, 35 Collins Street
Melbourne VIC 3000
Telephone 61 3 8601 7000
Facsimile 61 3 8601 7010
Email comments@audit.vic.gov.au
Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Strathbogie Shire Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Strathbogie Shire Council which comprises the statement, the related notes and the certification of the performance statement.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Strathbogie Shire Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Strathbogie Shire Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
27 September 2016


R Andrew Greaves
Auditor-General



Granite outcrop on the Ruffy Tableland

The Strathbogie Shire Council encourages feedback on its Annual Report via email to info@strathbogie.vic.gov.au or by telephone on 1800 065 993.

Strathbogie Shire is committed to providing accessible services to its local residents from all culturally and linguistically diverse backgrounds.

If you have difficulty in understanding the Annual Report, you can contact us on 1800 065 993 and we will arrange an interpreter to effectively communicate the report to you.



PHOTO CREDITS
ALL PHOTOS © SHIRE OF STRATHBOGIE | USED WITH PERMISSION



STRATHBOGRIE SHIRE

ANNUAL REPORT

2015:2016

