



ORDINARY COUNCIL MEETING MINUTES – 17 MAY 2017 WEST WIMMERA SHIRE COUNCIL

ORDINARY COUNCIL MEETING MINUTES

Mission Statement: West Wimmera Shire Council will work in partnership with the community, business and government to develop and enhance a productive, healthy and safe community by providing leadership, services, advocacy and good governance

HELD: **Wednesday 17 May 2017**

LOCATION: **Edenhope Council Chamber**

COMMENCEMENT: **7.00pm**

IN ATTENDANCE:	
Councillors	Senior Management Group
Bruce Meyer, Mayor Trevor Domaschenz	David Leahy Chief Executive Officer
Richard Hicks Tom Houlihan	Ashley Roberts Acting General Manager Corporate & Community Services
Jodie Pretlove	Robyn Evans General Manager Infrastructure Development & Works

Vision Statement: West Wimmera Shire delivers the very best experience and opportunity that rural living has to offer



ORDINARY COUNCIL MEETING MINUTES – 17 MAY 2017
WEST WIMMERA SHIRE COUNCIL

14.2RATE CAP VARIATION

FILE NO: AD1083

**AUTHOR: ASHLEY ROBERTS, ACTING GENERAL MANAGER
CORPORATE AND COMMUNITY SERVICES**

FOR DECISION

Introduction

This report discusses the opportunity for Council to seek a variation for the rate capping set by the Minister of Local Government for the next four financial years.

Declaration of Interests

No officer declared an interest under the Local Government Act 1989 in the preparation of this report.

Background

Council at its Ordinary Meeting held 19 April 2017 resolved:

Moved: Cr Richard Hicks

Seconded: Cr Trevor Domaschenz

That Council undertakes community consultation to set rates at 3.5% per annum for the financial years 2017-18, 2018-19, 2019-20, 2020-21, and reports back to Council by 17 May 2017 regarding feedback from the community consultation, enabling a decision to be taken by Council on whether to formally apply for a rate cap variation.

Carried (5/0)

Council held community consultation forums in Edenhope on Monday 8 May and also in Kaniva on Tuesday 9 May.

These forums were open to all members of the public. During these forums Council outlined the reasoning behind the application for varying the rate cap. The outcome of these forums is attached for Councillors information.



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Risk Management Implications

Council is exposed to significant financial risk from not being able to effectively fund its operations and capital works. This may result in a cut to future service levels or at a worse case public liability issues for Council as Council's asset fall into disrepair.

Legislative Implications

Section 185E(3)(c) of the *Local Government Act 1989* requires that in any application for a rate cap variation Council shows how the views of ratepayers and the community have been taken into account when proposing a higher rate than the gazetted cap. To do this Council must engage in active consultation with our community in relation to the proposed rate cap variation. Council's chosen methodology for this was to hold two public forums on the proposal.

Environmental Implications

There are no direct environmental implications arising from this item.

Financial and Budgetary Implications

Council has demonstrated that it faces significant asset renewal requirements over the coming years. Council is also experiencing recurring operating losses. These two items combined put Council at risk of becoming financially unsustainable if sufficient funding is not obtained. Council had previously prepared a Strategic Resource Plan and was preparing a Long Term Financial Plan which called for sustained rate increases of 3.5% per annum over ten years to sufficiently fund these issues.

Council has made significant efforts to make operational cost savings where possible and has identified \$89,000 of budget savings from miscellaneous expenditure for the 2017/18 budget (this includes incidental costs such as catering, minor subscriptions and minor equipment purchases) and a further \$18,000 from street lighting costs (due to installation of LED globes) and believes that it has cut expenditure where it can without adversely affecting service delivery.

Whilst making savings of \$107,000 in one year by reducing expenditure assists greatly in improving Council's financial viability and asset renewal gap, Council still is not at a point where it will meet its longer term renewal requirements without requiring cutbacks to its ongoing service delivery.

Council has considered borrowings, however it is not good business practice to borrow funds to renew existing service potential – i.e borrowings should be made to support expanded service delivery, or to provide for increased income or net reduction in costs.



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After considering all options Council considers that its only option is to increase rate income above the 2.0% cap. The implications of a 3.5% rate increase are outlined in the attachment.

It must be remembered that Council has the lowest rate levels across the state. Whilst this has been a reflection of Council's ability to 'do a lot with little' it has led to Council's rate base being lower and less able to absorb cost pressures than if Council was at the average for other Councils. Council's rate as a % of property values is 0.41% compared to the state-wide average of 0.47%, with many other Small Rural Councils being above average.

Policy Implications

Council has no policy on rate capping.

Council Plan Implications

This report supports the following section/s of the West Wimmera Shire Council Plan 2013-2017:

- Strategic Objective 2: Increased community amenity – protect unique values of our rural communities
- Strategic Objective 5: Delivering quality human services
- Strategic Objective 6: Strengthen the culture and governance of the organisation

Communication Implications

Council application to the rate cap variation will be published by ESC on the website including all documentation that Council provides for the application and the decision taken by the Minister on Council's rate capping application.

Council advertised the public forums in the Kaniva Times, West Wimmera Advocate and the Wimmera Mail Times.

Conclusion

Council is facing severe financial pressure particularly from asset renewal requirements. Council has continued to be the lowest rating council in the state. This coupled with Council's reliance on rate income as its only significant source of own-sourced income has resulted in a position where introduction of rate capping has led Council to a position where it is facing severe financial pressure to maintain its service levels and renew its asset base.



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RECOMMENDATION

That Council resolve to:

1. With reference to the community views expressed during the two consultation sessions concerning a rate cap variation application, that Council make/defer making (delete as appropriate) an application to the Essential Services Commission to vary the rate cap to allow West Wimmera Shire Council to apply a 3.5% rate increase for the 2017/18, 2018/19, 2019/20 and 2020/21 budget years.

Moved: Cr Richard Hicks

Seconded: Cr Jodie Pretlove

That Council resolve to:

1. With reference to the community views expressed during the two consultation sessions concerning a rate cap variation application, that Council makes an application to the Essential Services Commission to vary the rate cap to allow West Wimmera Shire Council to apply a 3.5% rate increase for the 2017/18, 2018/19, 2019/20 and 2020/21 budget years.

Carried (5/0)

Attachments:

No.	Name	RecFind Ref
14.2.1	Rate cap variation presentation	17/001700

West Wimmera Shire Council

Annual Budget Report – 2017/2018

This Budget Report has been prepared with reference to Chartered Accountants ANZ “Victorian City Council Model Budget 2017/2018” a best practice guide for reporting local government budgets in Victoria.

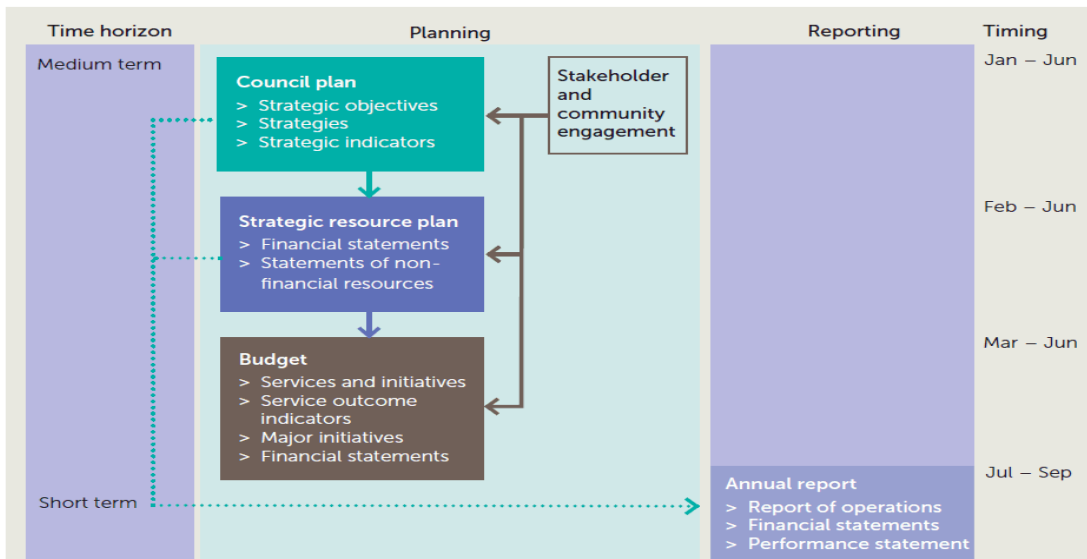


1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Strategic Resource Plan, is part of and prepared in conjunction with the Council Plan, and is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The Council Plan articulates a community vision, mission and values.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our purpose

Our vision

Our communities are thriving, diverse, self-sustaining and globally connected. West Wimmera is a wonderful place for a healthy and safe lifestyle.

Our values

1. West Wimmera Shire values its resident population and its wellbeing. This will be demonstrated through the promotion of viable and sustainable communities, the retention of the current population and support to grow communities.
2. West Wimmera Shire values good governance and transparent decision making. Supporting Community Groups and advocating on their behalf will enable open dialogue to occur with residents.
3. Representing the whole of West Wimmera is valued highly by Councillors. Eliminating any perception of a geographical divide will greatly benefit everyone.
4. A connected community, both via transport infrastructure and modern digital technology that enables us to be connected to world for business.
5. Partnerships both regionally and with government are valued as a way of ensuring sustainable service delivery.

1.3 Strategic objectives

Council delivers activities and initiatives under 34 major service categories. Each contributes to the achievement of one of the seven Strategic Objectives as set out in the Council Plan for the 2017-2021 years. The following table lists the seven Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. A proactive, well governed, professional and financially sustainable organisation that encourages community participation.	<ul style="list-style-type: none">• Improve Council's functionality and reputation• Build the capacity of Council administration through professional development• Continue to encourage local procurement• Focus on shared services
2. Meaningful partnerships to support advocacy priorities and service provision.	<ul style="list-style-type: none">• Develop advocacy policy and plan• Improving digital connectivity• Water security• Energy capacity and reliability• Transport (roads, access, public transport & freight)• Pest control• Emergency management• Community services
3. Quality sustainable community infrastructure.	<ul style="list-style-type: none">• Mapping community assets to improve planning and efficiency• Upgrade/repair community infrastructure• Invest in quality infrastructure supported by community consultation and engagement• Maintain the West Wimmera local road network
4. Building on our agricultural and business strengths and supporting economic development.	<ul style="list-style-type: none">• Promote the benefits of West Wimmera to attract new business and jobs• Support existing businesses to succeed and grow• Promote opportunities that support our agricultural producers to diversify and/or value-add

Strategic Objective	Description
5. Thriving, safe and diverse local communities.	<ul style="list-style-type: none"> • Community planning • Community education programs • Youth engagement • Place - making projects / initiatives that drive civic pride • Support volunteers • Fulfill our legislative responsibilities towards emergency management
6. Participating in activities that address health and wellbeing issues.	<ul style="list-style-type: none"> • Improve health and wellbeing services • Support preventative health programs • Improve walking / gopher paths in townships
7. Providing access to and promoting the natural environment.	<ul style="list-style-type: none"> • Targeted promotion of West Wimmera as a world-class destination • Foster eco-tourism development • Link our natural, cultural and historic assets to create a cohesive experience for visitors and residents

3. Financial Statements

This section presents information in regard to the Financial Statements. The budget information for the years 2017/2018 to 2020/2021 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	6,996	7,261	7,486	7,742	8,009
Statutory fees and fines	114	115	119	121	123
User fees	575	582	604	619	635
Grants - Operating	6,564	8,815	6,289	6,503	6,629
Grants - Capital	8,395	9,960	3,183	2,227	2,372
Contributions - monetary	160	383	1,129	100	100
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	231	90	150	150	150
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-
Other income	2,238	2,214	2,325	2,370	564
Total income	25,273	29,420	21,285	19,832	18,582
Expenses					
Employee costs	6,589	6,818	7,032	7,065	6,628
Materials and services	8,103	8,290	6,336	6,198	4,817
Bad and doubtful debts	-	-	10	7	6
Depreciation and amortisation	6,750	7,270	7,443	7,660	7,936
Borrowing costs	11	6	-	-	-
Other expenses	325	327	388	392	470
Total expenses	21,778	22,711	21,209	21,322	19,857
Surplus/(deficit) for the year	3,495	6,709	76	(1,490)	(1,275)
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods					
Asset Impairment	(3,621)	-	-	-	-
Total comprehensive result	(126)	6,709	76	(1,490)	(1,275)

3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	8,810	7,704	5,356	5,386	5,523
Trade and other receivables	589	591	543	367	270
Other financial assets	-	-	-	-	-
Inventories	180	181	180	180	180
Non-current assets classified as held for sale	19	-	-	-	-
Other assets	100	150	100	100	100
Total current assets	9,698	8,626	6,179	6,033	6,073
Non-current assets					
Trade and other receivables	-	-	-	-	-
Investments in associates and joint ventures	393	399	393	393	393
Property, infrastructure, plant & equipment	165,063	172,710	175,124	173,854	181,583
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Total non-current assets	165,456	173,109	175,517	174,247	181,976
Total assets	175,154	181,735	181,696	180,280	188,049
Liabilities					
Current liabilities					
Trade and other payables	796	727	598	612	510
Trust funds and deposits	27	27	27	27	28
Provisions	1,832	1,886	1,925	1,973	2,022
Interest-bearing loans and borrowings	130	34	-	-	-
Total current liabilities	2,785	2,674	2,550	2,612	2,560
Non-current liabilities					
Provisions	521	538	547	561	575
Interest-bearing loans and borrowings	34	-	-	-	-
Total non-current liabilities	555	538	547	561	575
Total liabilities	3,340	3,212	3,097	3,173	3,135
Net assets	171,814	178,523	178,599	177,107	184,914
Equity					
Accumulated surplus	36,771	43,369	43,455	41,873	40,628
Reserves	135,043	135,154	135,144	135,234	144,286
Total equity	171,814	178,523	178,599	177,107	184,914

3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	173,940	36,152	136,091	1,697
Surplus/(deficit) for the year	(126)	(126)	-	-
Net asset revaluation increment/(decrement)	(2,000)	-	(2,000)	-
Transfer to other reserves	-	(55)	-	55
Transfer from other reserves	-	800	-	(800)
Balance at end of the financial year	171,814	36,771	134,091	952
2017/2018 Budget				
Balance at beginning of the financial year	171,814	36,771	134,091	952
Surplus/(deficit) for the year	6,709	6,709	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(161)	-	161
Transfer from other reserves	-	50	-	(50)
Balance at end of the financial year	178,523	43,369	134,091	1,063
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	178,523	43,369	134,091	1,063
Surplus/(deficit) for the year	76	76	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(40)	-	40
Transfer from other reserves	-	50	-	(50)
Balance at end of the financial year	178,599	43,455	134,091	1,053
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	178,599	43,455	134,091	1,053
Surplus/(deficit) for the year	(1,490)	(1,490)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(90)	-	90
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	177,107	41,873	134,091	1,143
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	177,107	41,873	134,091	1,143
Surplus/(deficit) for the year	(1,275)	(1,275)	-	-
Net asset revaluation increment/(decrement)	9,082	-	9,082	-
Transfer to other reserves	-	(20)	-	20
Transfer from other reserves	-	50	-	(50)
Balance at end of the financial year	184,914	40,628	143,173	1,113

3.4 Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	6,992	7,237	7,486	7,742	8,009
Statutory fees and fines	125	126	131	133	135
User fees	642	659	717	875	806
Grants - operating	7,221	8,815	6,893	7,018	7,032
Grants - capital	8,396	9,960	3,183	2,227	2,372
Contributions - monetary	160	383	1,129	98	100
Interest received	130	120	100	90	75
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	2,127	2,836	2,225	2,442	652
Net GST refund / payment	-	-	-	-	-
Employee costs	(6,400)	(6,747)	(6,984)	(7,065)	(6,628)
Materials and services	(9,222)	(9,601)	(7,493)	(7,290)	(5,984)
Trust funds and deposits repaid	(8)	-	-	-	1
Other payments	-	-	-	-	-
Net cash provided by/(used in) operating activities	10,163	13,788	7,387	6,270	6,570
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(10,113)	(14,989)	(9,951)	(6,490)	(6,683)
Proceeds from sale of property, infrastructure, plant and equipment	332	231	250	250	250
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(9,781)	(14,758)	(9,701)	(6,240)	(6,433)
Cash flows from financing activities					
Finance costs	(11)	(6)	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(124)	(130)	(34)	-	-
Net cash provided by/(used in) financing activities	(135)	(136)	(34)	-	-
Net increase/(decrease) in cash & cash equivalents	247	(1,106)	(2,348)	30	137
Cash and cash equivalents at the beginning of the financial year	8,563	8,810	7,704	5,356	5,386
Cash and cash equivalents at the end of the financial year	8,810	7,704	5,356	5,386	5,523

3.5 Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Buildings	676	1,743	850	700	744
Total buildings	676	1,743	850	700	744
Total property	676	1,743	850	700	744
Plant and equipment					
Plant, machinery and equipment	1,299	821	961	985	1,010
Computers and telecommunications	23	130	93	118	70
Total plant and equipment	1,322	951	1,054	1,103	1,080
Infrastructure					
Roads	7,752	10,701	7,143	4,318	4,518
Bridges	148	270	112	155	106
Footpaths and cycleways	109	40	56	57	59
Drainage	-	110	-	-	-
Parks, open space and streetscapes	169	1,102	642	57	76
Total infrastructure	8,178	12,223	7,953	4,587	4,759
Total capital works expenditure	10,176	14,917	9,857	6,390	6,583
Represented by:					
New asset expenditure	344	747	286	232	265
Asset renewal expenditure	9,137	13,461	7,073	6,158	6,318
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	695	709	2,498	-	-
Total capital works expenditure	10,176	14,917	9,857	6,390	6,583

3.6 Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	6,589	6,818	7,032	7,065	6,628
Employee costs - capital	950	992	900	800	820
Total staff expenditure	7,539	7,810	7,932	7,865	7,448
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	87.0	90.3	85.3	85.3	85.3
Total staff numbers	87.0	90.3	85.3	85.3	85.3

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

5.1.1 Grants operating - (\$2.25 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 34.3% or \$2.25 million compared to 2016/2017. The majority of this relates to flood recovery grant monies received, being partially offset by falls in non-recurrent projects, including the Mosquito Control Project and Pest and Weeds, for both of which funding ceases on 30 June 2017. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - operating	Forecast	Budget	Variance
	Actual 2016/17 \$'000	2017/18 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	4,899	4,992	93
Aged Care	324	412	88
<i>Recurrent - State Government</i>			
Community safety	69	25	(44)
Aged care	183	155	(28)
Public health	6	6	-
Maternal and child health	165	160	(5)
Youth services	255	292	37
<i>Total recurrent grants</i>	5,901	6,042	141
<i>Non-recurrent - Commonwealth Government</i>			
Flood Recovery	-	2,378	2,378
<i>Non-recurrent - State Government</i>			
Administration	39	40	1
Recreation	385	350	(35)
Environment	66	-	(66)
Economic and community development	98	5	(93)
Public health	75	-	(75)
<i>Total non-recurrent grants</i>	663	2,773	2,110
Total operating grants	6,564	8,815	2,251

5.1.2 Grants capital (\$1.585 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 18.6% or \$1.59 million compared to 2016/2017 due mainly to specific funding for some large capital works projects, including Flood Recovery, the Kaniva Wetlands and the Edenhope Community Hub. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/2018 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - capital	Forecast		Variance \$'000
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	2,085	2,065	(20)
<i>Recurrent - State Government</i>	-	-	-
Total recurrent grants	2,085	2,065	(20)
<i>Non-recurrent - Commonwealth Government</i>			
Buildings	105	150	45
Bridges	-	135	135
Flood Recovery	6,000	5,622	(378)
Plant and machinery	-	-	-
Drainage	-	-	-
Footpaths	-	-	-
<i>Non-recurrent - State Government</i>			
Roads	58	513	455
Parks, Open Space, Streetscapes	147	775	628
Buildings	-	700	700
Total non-recurrent grants	6,310	7,895	1,585
Total capital grants	8,395	9,960	1,565

5.1.3 Statement of Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2016/17 \$'000	2017/18 \$'000
Total amount borrowed as at 30 June of the prior year	288	164
Total amount proposed to be borrowed	-	-
Total amount projected to be redeemed	(124)	(130)
Total amount of borrowings as at 30 June	164	34

6. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2017/2018 year.

The capital works projects are grouped by class and include the following:

- Works for 2017/2018

Capital works program

For the year ending 30 June 2018

6.1 Capital Works

Capital Works Area	Project cost \$	Asset expenditure type				Summary of funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$	Borrowings \$
PROPERTY									
Buildings									
Kaniva Hall Structural Repairs (Includes 16-17 carry over)	250,000	-	250,000	-	-	-	-	250,000	-
Calico & Candles Repairs (Includes 16-17 carry over)	118,000	-	118,000	-	-	-	-	118,000	-
Edenhope Cultural & Community Hub (Includes 16-17 carry over from Edenhope Mechanics Hall (\$60,000) & Edenhope Senior Citizens (\$50,000))	1,000,000	-	1,000,000	-	-	500,000	50,000	450,000	-
Kaniva Wetlands Project - Disabled Toilet (including connection to sewer & water services)	90,000	90,000	-	-	-	90,000	-	-	-
Kaniva Wetlands Project - Shelter (including BBQ, 2 x tables/chairs and drinking fountain)	45,000	45,000	-	-	-	45,000	-	-	-
Kaniva Wetlands Project - Birdhide	15,000	-	15,000	-	-	15,000	-	-	-
Kaniva Wetlands Project - Lookout (Roughly 1m off ground & 25m2 including ramp)	25,000	25,000	-	-	-	-	-	25,000	-
Kaniva Hall Upgrade Works	200,000	-	200,000	-	-	200,000	-	-	-
Total Buildings	1,743,000	160,000	1,583,000	-	-	850,000	50,000	843,000	-
TOTAL PROPERTY	1,743,000	160,000	1,583,000	-	-	850,000	50,000	843,000	-

Capital Works Area	Project cost \$	Asset expenditure type				Summary of funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$	Borrowings \$
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicles and plant	820,730	-	820,730	-	-	-	191,000	629,730	-
Total Plant, Machinery and Equipment	820,730	-	820,730	-	-	-	191,000	629,730	-
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-
Computers and Telecommunications									
Total Station/GPS Survey Equipment Renewal	50,000	-	50,000	-	-	-	-	50,000	-
Information technology: PCs and servers	60,000	-	60,000	-	-	-	-	60,000	-
Information technology: Corporate System renewal	20,000	-	20,000	-	-	-	-	20,000	-
Total Computers and Telecommunications	130,000	-	130,000	-	-	-	-	130,000	-
TOTAL PLANT AND EQUIPMENT	950,730	-	950,730	-	-	-	191,000	759,730	-

Capital Works Area	Project cost \$	Asset expenditure type				Summary of funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$	Borrowings \$
INFRASTRUCTURE									
Roads									
Brooks Rd, Serviceton Reconstruction: Ch.170m - Ch.1,625m x 6.2m Seal	45,000	-	45,000	-	-	45,000	-	-	-
Murrawong Rd Reconstruction: Ch.1,115m - Ch.2,455m x 6.2m Seal	40,000	-	40,000	-	-	40,000	-	-	-
Diapur Rd Reconstruction/Curve Widening: Ch.1,150m - Ch.1,550m x 6.2m Seal	15,000	-	15,000	-	-	15,000	-	-	-
Charam Wombelano Rd Reseal Ch.1850m - Ch.2,590m x 3.8m & Reconstruction Ch.2,590m - Ch.3,590m x 6.2m	45,000	-	45,000	-	-	45,000	-	-	-
Kybybolite Road Reconstruction/Widening: Ch.3,700m - Ch.4,730m x 4.0m Seal	25,000	-	25,000	-	-	25,000	-	-	-
Lake St, Edenhope Construction: (Wimmera Hwy to Dundas St) x 8.0m Seal including reseal totalling 250m x 12m Seal	15,000	-	15,000	-	-	-	-	15,000	-
Powers Creek Construction: Ch.14,100m - Ch.14,600m x 4.0m Seal & Ch.15,600m - Ch.16,100m x 6.2m Seal	25,000	-	25,000	-	-	25,000	-	-	-
Scrubby Lake Rd Reconstruction: Ch.1,710m - Ch.2,150m X 4.6m & Ch.2,150m - Ch.2,760m x 4.0m, & Reseal Ch.1,395m - Ch.1,710m x 4.6m & Ch.2,760m - Ch.3,765m	40,000	-	40,000	-	-	40,000	-	-	-
Miram South Rd (Nth) Reconstruction: Ch.1,220m - Ch.1,770m x 6.2m	20,000	-	20,000	-	-	20,000	-	-	-
Apsley Natimuk Rd Reconstruction: Ch.8,060m - Ch.11,185m x 6.2m Seal	750,000	-	750,000	-	-	750,000	-	-	-
Murrawong Rd Reconstruction: Ch.2,455m - Ch.3,810m x 6.2m Seal	270,000	-	270,000	-	-	270,000	-	-	-
Sandsmere Hall Rd Reconstruction: Ch.0m - Ch.2,300m x 4.0m Seal	300,000	-	300,000	-	-	300,000	-	-	-
Minimay Goroke Rd Construction: Ch.760m - Ch.1050m x 5.6m Seal	75,000	-	53,500	21,500	-	75,000	-	-	-
Minimay Goroke Rd Reconstruction: Ch.2,370m - Ch.3,125m x 4.0m Seal	140,000	-	140,000	-	-	140,000	-	-	-

Capital Works Area	Project cost \$	Asset expenditure type				Summary of funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$	Borrowings \$
Roads (Continued)									
Minimay Goroke Rd Reconstruction: Ch.4,470m · Ch.4,710m x 4.0m Seal	45,000	-	45,000	-	-	45,000	-	-	-
Lillimur Graincrop Site Development Project - Lillimur Station Rd Construction/Widening: Ch.0m - Ch.900m x 7.0m Seal including asphalt intersections & project management (\$2:\$1 Local Roads to Market Funding)	510,000	-	291,400	218,600	-	340,000	-	170,000	-
Lillimur Graincrop Site Development Project - Feders Collins Rd Extention & Service Rd Construction: 1250m x 5m x 150mm thick Pavement includes signage & project management (\$2:\$1 Local Roads to Market Funding)	120,000	-	40,000	80,000	-	80,000	-	40,000	-
Lillimur Graincrop Site Development Project: Additional Components	120,000	-	120,000	-	-	80,000	-	40,000	-
Leeor Rd Reconstruction: Ch.4,725m - Ch.5,750m x 5.6m Seal	230,000	-	230,000	-	-	230,000	-	-	-
Kaniva Wetlands Project: Road Construction (not including the kerb & channel)	70,000	-	-	70,000	-	-	-	70,000	-
Reseals	600,000	-	600,000	-	-	-	-	600,000	-
Shoulder Resheeting	398,000	-	398,000	-	-	-	-	300,000	-
Resheeting	700,000	-	700,000	-	-	-	-	700,000	-
Boundary Rd Resheeting (4km's)	160,000	-	160,000	-	-	-	80,000	80,000	-
Yanac South Rd Resheeting (Broughton-Kaniva Rd to F Wheatons Rd) (Length of 3.345km)	160,000	-	160,000	-	-	-	80,000	80,000	-
Elliotts & Brandts Rd: Fire Access Grant	11,200	-	-	11,200	-	9,800	-	1,400	-
Lake Rascastle Fire Tank: Fire Access Grant	5,200	-	-	5,200	-	3,467	-	1,733	-
Flood Recovery	5,621,538	-	5,621,538	-	-	5,621,538	-	-	-
Harrow Rd, Edenhope Kerb & Channel Reconstruction: Petrol Station to Bridge (60m)	20,000	-	20,000	-	-	-	-	20,000	-

Capital Works Area	Project cost \$	Asset expenditure type				Summary of funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$	Borrowings \$
Roads (Continued)									
Barrack St, Goroke Kerb & Channel Reconstruction: Mill St to Camp St (210m both sides)	85,000	-	85,000	-	-	-	-	85,000	-
Kaniva Wetlands Project - Kerb & Channel Construction: Extention of servce lane to wetland (Total length of 200m)	40,000	40,000		-	-	-	-	40,000	-
Total roads	10,700,938	40,000	10,254,438	406,500	-	8,199,805	160,000	2,243,133	-
Bridges									
Powers Creek Rd Bridge Strengthening/Upgrade (Ch.9,670m)	100,000	-	25,000	75,000	-	50,000	-	50,000	-
Derholm - Powers Creek Rd Major Box Culvert Renewal (Ch.11,300m)	100,000	-	25,000	75,000	-	50,000	-	50,000	-
Derholm - Powers Creek Rd Major Box Culvert Renewal (Ch.13,500m)	70,000	-	17,500	52,500	-	35,000	-	35,000	-
Total Bridges	270,000	-	67,500	202,500	-	135,000	-	135,000	-

Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Footpaths and Cycleways	-	-	-	-	-	-	-	-	-
Kaniva Wetlands Project - Footpath Construction: Linking Madden St to Fauna Park (265m x 1.5m)	40,000	40,000	-	-	-	-	-	40,000	-
	-	-	-	-	-	-	-	-	-
Total Footpaths and Cycleways	40,000	40,000	-	-	-	-	-	40,000	-
Drainage									
Orme St, Edenhope Drainage Renewal (40m x 375mm RCP)	20,000	-	20,000	-	-	-	-	20,000	-
Web St, Kaniva Drainage Construction: Progress St to Railway Line (100m x 375mm RCP)	40,000	-	10,000	30,000	-	-	-	40,000	-
Minor Culvert Renewal's	50,000	-	40,000	10,000	-	-	-	50,000	-
Total Drainage	110,000	-	70,000	40,000	-	-	-	110,000	-
Parks, Open Space and Streetscapes									
Lake Wallace Foreshore Wall Reconstruction: Jetty to Boat Ramp	50,000	-	50,000	-	-	-	-	50,000	-
Goroke Little Desert Nature Playspace	262,000	262,000	-	-	-	224,925	27,075	10,000	-
West Wimmera Recreational Trails Strategy (Planning)	30,000	-	30,000	-	-	30,000	-	-	-
Kaniva Wetland Project - Playground (including sofffall area)	80,000	80,000	-	-	-	80,000	-	-	-
Kaniva Wetland Project - Flying Fox (Including sofffall area)	35,000	35,000	-	-	-	35,000	-	-	-
Kaniva Wetland Project - 3 Fitness Stations	35,000	35,000	-	-	-	35,000	-	-	-
Kaniva Wetland Project - Open Grasses Area (Includes underground watering system)	50,000	50,000	-	-	-	50,000	-	-	-
Kaniva Wetland Project - Post & Rail Fence along South side of road	20,000	-	20,000	-	-	20,000	-	-	-

Capital Works Area	Project cost \$	Asset expenditure type				Summary of funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$	Borrowings \$
Parks, Open Space and Streetscapes (Continued)									
Kaniva Wetland Project - Fauna Park Fencing (including removal of old)	60,000			60,000				60,000	
Kaniva Wetland Project - Boardwalk (80m x 1.5m)	35,000		35,000			35,000			
Kaniva Wetland Project - Footbridges (2 x 10m x 1.5m)	20,000		20,000			20,000			
Kaniva Wetland Project - Viewing Platforms (Includes handrails, seating & signs) (2 x 20m2)	25,000	25,000				25,000			
Kaniva Wetland Project - Wetland works/earthworks (including dredging, weed control, re-grading and leveling of site)	110,000		110,000			110,000			
Kaniva Wetland Project - Wetland Vegation Planting (includes fruit forest, Fanua)	110,000		110,000			110,000			
Kaniva Wetland Project - Pathway throughout wetlands and enclosure	60,000		60,000					60,000	
Kaniva Wetland Project - Design Fees	100,000		100,000					100,000	
Kaniva Wetland Project - Additional items (Signs, ect.)	20,000	20,000						20,000	
Total Parks, Open Space and Streetscapes	1,102,000	507,000	535,000	60,000	-	774,925	27,075	300,000	-

Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Aerodromes	-	-	-	-	-	-	-	-	-
Off Street Car Parks	-	-	-	-	-	-	-	-	-
Total Off Street Car Parks	-	-	-	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-	-	-	-
Total Other Infrastructure	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	12,222,938	587,000	10,926,938	709,000	-	9,109,730	187,075	2,828,133	-
TOTAL NEW CAPITAL WORKS 2017/2018	14,916,668	747,000	13,460,668	709,000	-	9,959,730	428,075	4,430,863	-

Capital Works Area	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
6.2 Summary									
PROPERTY	1,743,000	160,000	1,583,000	-	-	850,000	50,000	843,000	-
PLANT AND EQUIPMENT	950,730	-	950,730	-	-	-	191,000	759,730	-
INFRASTRUCTURE	12,222,938	587,000	10,926,938	709,000	-	9,109,730	187,075	2,828,133	-
TOTAL CAPITAL WORKS	14,916,668	747,000	13,460,668	709,000	-	9,959,730	428,075	4,430,863	-

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget

Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 35% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/2018 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.0% in line with the rate cap. Kerbside collection charge by 3.0%. Council's municipal and recycling charges have increased by more than the general rate due to an increase in collection and disposal to landfill contract costs and transfer station operating costs. Council has applied to the Essential Service Commission to vary this rate increase to 3.5%. The 3.5% rate increase has been applied to the figures below.

7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2016/2017 cents/\$CIV	2017/2018 cents/\$CIV	Change
General rate for rateable properties	0.3445	0.3566	3.5%

7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2016/2017 \$	2017/2018 \$	Change
Residential	547,302	566,457	3.5%
Commercial/Industrial	52,227	53,621	2.7%
Rural	5,524,327	5,717,125	3.5%
Total amount to be raised by general rates	6,123,856	6,337,202	3.5%

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2016/17 Number	2017/18 Number	Change
Residential	1,742	1,731	-0.6%
Commercial/Industrial	154	159	3.2%
Rural	2,780	2,819	1.4%
Total number of assessments	4,676	4,709	0.7%

7.4 The basis of valuation to be used is the Capital Improved Value (CIV)

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2016/2017 \$	2017/2018 \$	Change
Residential	159,353,900	158,868,400	-0.3%
Commercial/Industrial	16,542,000	15,038,400	-9.1%
Rural	1,596,226,000	1,603,422,900	0.5%
Total value of land	1,772,121,900	1,777,329,700	0.3%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2016/2017 \$	Per Rateable Property 2017/2018 \$	Change
Municipal	137.97	140.73	2.0%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2016/2017 \$	2017/2018 \$	Change
Municipal	409,357	423,684	3.5%

7.8 The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2016/2017 \$	Per Rateable Property 2017/2018 \$	Change
Kerbside collection	277.10	285.41	3.0%
Total	277.10	285.41	3.0%

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2016/2017 \$	2017/2018 \$	Change
Kerbside collection	369,374	380,456	3.0%
Total	369,374	380,456	3.0%

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2016/2017 \$	2017/2018 \$	Change
General rates	6,123,856	6,337,202	3.5%
Municipal charge	409,357	423,684	3.5%
Kerbside collection and recycling	369,374	380,456	3.0%
Rates and charges	6,902,587	7,141,343	3.5%

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

7.12 Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.3566% (0.3566 cents in the dollar of CIV) for all rateable properties

The rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that the general rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

Commercial or Industrial land

Commercial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the West Wimmera Shire Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries. The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the West Wimmera Shire Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017/18 financial year.

Residential land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the West Wimmera Shire Planning Scheme and which is not commercial or industrial land.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the West Wimmera Shire Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017/2018 financial year.

Rural land

Rural land is any land which is:

- Occupied for the principal purpose of carrying out a business of primary production; and
- Greater than 20 hectares in size.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the West Wimmera Shire Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2017/2018 financial year.

7.13 Fair Go Rates System Compliance

Victoria City Council is fully compliant with the State Governments Fair Go Rates System.

Base Average Rates (2016/2017)	\$ 1,387.19
Maximum Rate Increase (set by the State Government)	3.50%
Capped Average Rate (2017/2018)	\$ 1,435.74
Maximum General Rates and Municipal Charges Revenue	\$ 6,760,887
Budgeted General Rates and Municipal Charges Revenue	\$ 6,760,887

West Wimmera Shire Council
Long Term Financial Data Extract

Period start	1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	1 Jul 24	1 Jul 25	1 Jul 26
Period end	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27

14.02 Comprehensive Income Statement

Revenue from Operating Activities												
Rates and Charges	\$'000	6,996	7,140	7,388	7,645	7,910	8,185	8,469	8,764	9,068	9,383	9,709
Supplementary Rates	\$'000	-	-	-	-	-	-	-	-	-	-	-
Special Charges	\$'000	-	-	-	-	-	-	-	-	-	-	-
Rate Assistance Package	\$'000	-	-	-	-	-	-	-	-	-	-	-
Grants - Operating (Recurrent)	\$'000	6,266	6,042	6,289	6,503	6,629	6,762	6,897	7,035	7,175	7,319	7,465
Grants - Operating (Non-recurrent)	\$'000	298	2,773	-	-	-	-	-	-	-	-	-
Grants - Capital (Recurrent)	\$'000	2,144	2,065	1,060	1,065	1,070	1,070	1,091	1,091	1,091	1,091	1,113
Grants - Capital (Non-recurrent)	\$'000	6,252	7,895	2,123	1,162	1,302	1,347	1,372	1,418	1,466	1,515	1,542
Contributions (Non monetary)	\$'000	-	-	-	-	-	-	-	-	-	-	-
Contributions (Monetary)	\$'000	159	383	1,129	100	100	100	100	100	100	100	100
Reimbursements and Subsidies	\$'000	1,897	1,974	2,013	2,001	205	209	213	218	222	226	231
User Charges	\$'000	575	582	604	619	635	651	667	684	701	718	736
Statutory Fees and Fines	\$'000	114	115	119	121	123	125	128	131	133	136	139
Other Revenue	\$'000	211	231	310	376	382	391	398	406	413	421	429
Spare revenue line 2	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare revenue line 3	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare revenue line 4	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare revenue line 5	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare revenue line 6	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Revenue from Operating Activities	\$'000	24,912	29,200	21,035	19,592	18,356	18,840	19,336	19,845	20,370	20,910	21,464
Revenue from Outside of Operating Activities												
Interest Revenue	\$'000	130	130	100	90	75	75	75	75	75	75	75
Other Revenue Outside of Operating Activities	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Revenue from Outside Operating Activities	\$'000	130	130	100	90	75	75	75	75	75	75	75
Total Revenue	\$'000	25,042	29,330	21,135	19,682	18,431	18,915	19,411	19,920	20,445	20,985	21,539

Period start		1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	1 Jul 24	1 Jul 25	1 Jul 26
Period end		30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27
Operating Expenses from Ordinary Activities												
Employee Costs	\$'000	(6,590)	(6,818)	(7,032)	(7,065)	(6,628)	(6,847)	(7,073)	(7,307)	(7,548)	(7,797)	(8,055)
Employee Costs Provisioned	\$'000	-	-	-	-	-	-	-	-	-	-	-
Materials & Consumables	\$'000	(8,103)	(8,290)	(6,336)	(6,198)	(4,817)	(4,940)	(5,067)	(5,197)	(5,330)	(5,467)	(5,607)
Utilities	\$'000	-	-	-	-	-	-	-	-	-	-	-
Bad and Doubtful Debts	\$'000	-	-	(10)	(7)	(6)	(1)	(6)	(7)	(7)	(7)	(7)
Depreciation	\$'000	(6,750)	(7,270)	(7,443)	(7,660)	(7,936)	(8,136)	(8,336)	(8,536)	(8,736)	(8,936)	(9,238)
Amortisation of Landfill Rehabilitation	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	\$'000	(325)	(327)	(388)	(392)	(470)	(472)	(475)	(477)	(479)	(482)	(484)
Other Expenses	\$'000	-	-	-	-	-	-	-	-	-	-	-
Whole of life opex costs	\$'000	-	-	-	-	-	-	-	-	-	-	-
Contributions	\$'000	-	-	-	-	-	-	-	-	-	-	-
Interest on Borrowings (Finance Costs)	\$'000	(11)	(6)	-	-	-	-	-	-	-	-	-
Interest on Unwinding of Discount on Provisions	\$'000	-	-	-	-	-	-	-	-	-	-	-
Regulatory Valuation Expenses	\$'000	-	-	-	-	-	-	-	-	-	-	-
Election Related Expenses	\$'000	-	-	-	-	-	(80)	-	-	-	(85)	-
Spare expense line 1	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare expense line 2	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare expense line 3	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare expense line 4	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare expense line 5	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare expense line 6	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	\$'000	(21,779)	(22,711)	(21,209)	(21,322)	(19,857)	(20,477)	(20,957)	(21,523)	(22,100)	(22,774)	(23,391)
Net Surplus/(Deficit) from Operations	\$'000	3,263	6,619	(74)	(1,640)	(1,426)	(1,562)	(1,546)	(1,603)	(1,655)	(1,789)	(1,852)
Adjustments												
Net Gain/(Loss) on Disposal of Property Plant & Equipment	\$'000	231	90	150	150	150	150	150	150	150	150	150
Net Gain/(Loss) on Sale of Assets Held for Resale	\$'000	-	-	-	-	-	-	-	-	-	-	-
Share of Net Profit/(Loss) of Associates and Joint Ventures	\$'000	-	-	-	-	-	-	-	-	-	-	-
Unrealised Gain/(Loss) on investment in Associates)	\$'000	-	-	-	-	-	-	-	-	-	-	-
Net Gain/(Loss) on Disposal of Infrastructure	\$'000	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation	\$'000	(3,621)	-	-	-	-	-	-	-	-	-	-
Spare adjustment line 2	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare adjustment line 3	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare adjustment line 4	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare adjustment line 5	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare adjustment line 6	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Adjustments	\$'000	(3,390)	90	150	150	150	150	150	150	150	150	150
Operating Surplus/(Deficit) after Adjustments	\$'000	(127)	6,709	76	(1,490)	(1,276)	(1,412)	(1,396)	(1,453)	(1,505)	(1,639)	(1,702)
Adjusted Underlying Surplus (Deficit)	\$'000	(6,538)	(1,569)	(3,176)	(2,752)	(2,678)	(2,859)	(2,868)	(2,971)	(3,071)	(3,254)	(3,344)

Period start	1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	1 Jul 24	1 Jul 25	1 Jul 26
Period end	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27

14.03 Balance Sheet

Current Assets

Cash and Cash Equivalents	\$'000	8,810	7,704	5,356	5,386	5,523	5,205	6,920	8,012	9,535	10,401	8,884
Trade and Other Receivables	\$'000	589	591	543	367	270	1,292	1,321	1,352	1,392	1,429	1,467
GST Receivable	\$'000	-	-	-	-	-	82	76	83	81	89	111
Inventories	\$'000	180	181	180	180	180	180	180	180	180	180	180
Accrued Income	\$'000	-	-	-	-	-	-	-	-	-	-	-
Prepayments	\$'000	-	-	-	-	-	-	-	-	-	-	-
Financial Assets	\$'000	-	-	-	-	-	-	-	-	-	-	-
Assets held for resale	\$'000	19	-	-	-	-	-	-	-	-	-	-
Other Current Assets	\$'000	100	150	100	100	100	100	100	100	100	100	100

Total Current Assets	\$'000	9,698	8,626	6,179	6,033	6,073	6,858	8,596	9,727	11,288	12,198	10,742
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Non Current Assets

Land Under Roads	\$'000	-	-	-	-	-	-	-	-	-	-	-
Property Plant and Equipment	\$'000	22,502	24,286	24,838	24,604	24,306	24,796	24,358	24,823	24,096	23,400	23,916
Infrastructure Assets	\$'000	142,561	148,424	150,286	149,250	157,277	154,653	152,030	157,877	155,622	153,861	161,998
Landfill Rehabilitation Intangible Asset	\$'000	-	-	-	-	-	-	-	-	-	-	-
Investment in Associates and Joint Ventures	\$'000	393	399	393	393	393	393	393	393	393	393	393
Trade and Other Receivables (Long Term)	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other Financial Assets	\$'000	-	-	-	-	-	-	-	-	-	-	-

Total Non Current Assets	\$'000	165,456	173,109	175,517	174,247	181,976	179,842	176,781	183,093	180,111	177,654	186,307
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Total Assets	\$'000	175,154	181,735	181,696	180,280	188,049	186,700	185,377	192,820	191,400	189,853	197,049
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Current Liabilities

Trade and Other Payables	\$'000	796	727	598	612	510	508	514	526	541	561	569
GST Payable	\$'000	-	-	-	-	-	-	-	-	-	-	-
Trust Funds and Deposits	\$'000	27	27	27	27	28	28	28	28	29	29	29
Current Provisions	\$'000	1,832	1,886	1,925	1,973	2,022	2,073	2,124	2,177	2,232	2,288	2,345
Current Landfill Rehabilitation Provision	\$'000	-	-	-	-	-	-	-	-	-	-	-
Current Employee Benefits	\$'000	-	-	-	-	-	-	-	-	-	-	-
Current Interest Bearing Liabilities	\$'000	130	34	-	-	-	-	-	-	-	-	-

Total Current Liabilities	\$'000	2,785	2,674	2,550	2,612	2,560	2,608	2,667	2,732	2,802	2,878	2,943
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Non Current Liabilities

Non Current Employee benefits	\$'000	-	-	-	-	-	-	-	-	-	-	-
Non Current Provisions	\$'000	521	538	547	561	575	589	604	619	635	651	667
Non Current Landfill Rehabilitation Provision	\$'000	-	-	-	-	-	-	-	-	-	-	-
Non Current Interest Bearing Loans and Borrowings	\$'000	34	-	-	-	-	-	-	-	-	-	-

Total Non Current Liabilities	\$'000	555	538	547	561	575	589	604	619	635	651	667
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Total Liabilities	\$'000	3,340	3,212	3,097	3,173	3,135	3,198	3,271	3,351	3,436	3,528	3,610
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Net Assets	\$'000	171,814	178,523	178,599	177,107	184,914	183,502	182,106	189,468	187,963	186,324	193,439
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Period start	1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	1 Jul 24	1 Jul 25	1 Jul 26
Period end	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27

Equity

Accumulated Surplus	\$'000	36,771	43,369	43,455	41,873	40,628	39,201	37,815	36,272	34,797	33,149	31,437
Reserve Land Under Roads	\$'000	-	-	-	-	-	-	-	-	-	-	-
Elections Reserve	\$'000	-	50	70	90	90	35	55	75	74	14	34
Plant Replacement Reserve	\$'000	382	481	481	481	481	481	481	481	481	481	481
Valuations Reserve	\$'000	98	50	-	50	-	50	-	50	-	50	-
Crabtree Trust Reserve	\$'000	16	16	16	16	16	16	16	16	16	16	16
Quarry Restoration Reserve	\$'000	107	109	129	149	169	189	209	229	249	269	289
Capital Improvement Reserve	\$'000	287	294	294	294	294	294	294	294	294	294	294
Kindergarten	\$'000	62	63	63	63	63	63	63	63	63	63	63
Carried Forward Projects	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 9	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 10	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 11	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 12	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 13	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 14	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 15	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 16	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 17	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 18	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 19	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 20	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 21	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 22	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 23	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 24	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 25	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 26	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 27	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 28	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 29	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserve - Spare 30	\$'000	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	\$'000	134,091	134,091	134,091	134,091	143,173	143,173	143,173	151,989	151,989	151,989	160,825
Total Equity	\$'000	171,814	178,523	178,599	177,107	184,914	183,502	182,106	189,468	187,963	186,324	193,439

Period start	1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	1 Jul 24	1 Jul 25	1 Jul 26
Period end	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27

14.04 Cash Flow Statement

Cash flows from Operating Activities

Rates and Charges Received	\$'000	6,992	7,237	7,486	7,742	8,009	7,798	8,516	8,811	9,113	9,431	9,758
Grants - Operational Received	\$'000	7,221	8,815	6,893	7,018	7,032	6,442	6,935	7,072	7,211	7,356	7,503
Grants - Capital Received	\$'000	8,396	9,960	3,183	2,227	2,372	2,303	2,476	2,523	2,570	2,619	2,669
Interest Received	\$'000	130	120	100	90	75	75	75	75	75	75	75
User Fees Received	\$'000	642	659	717	875	806	620	671	687	704	722	740
Statutory Fees and Fines Received	\$'000	125	126	131	133	135	120	129	131	134	136	139
Other Revenue Received	\$'000	2,287	3,219	3,354	2,540	752	572	615	627	639	651	664
Employee Costs Paid	\$'000	(6,400)	(6,747)	(6,984)	(7,065)	(6,628)	(7,153)	(7,380)	(7,619)	(7,868)	(8,126)	(8,397)
Materials and Consumables Paid	\$'000	(9,222)	(9,601)	(7,493)	(7,290)	(5,984)	(5,161)	(5,287)	(5,419)	(5,556)	(5,697)	(5,845)
External Contracts Paid	\$'000	-	-	-	-	-	-	-	-	-	-	-
Utilities Paid	\$'000	-	-	-	-	-	-	-	-	-	-	-
Landfill Rehabilitation Expenditure Paid	\$'000	-	-	-	-	-	-	-	-	-	-	-
GST Received / (Paid)	\$'000	-	-	-	-	-	899	915	988	979	1,061	1,309
Trust Funds and Deposits	\$'000	(8)	-	-	-	1	0	0	0	0	0	0
Other Expenses Paid	\$'000	-	-	-	-	-	(577)	(495)	(498)	(500)	(591)	(505)

Net Cash flows from Operating Activities	\$'000	10,163	13,788	7,387	6,270	6,570	5,937	7,169	7,378	7,501	7,639	8,110
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Cash flows from Investing Activities

Payment for Property Plant and Equipment and Infrastructure	\$'000	(10,113)	(14,989)	(9,951)	(6,490)	(6,683)	(6,552)	(5,751)	(6,583)	(6,275)	(7,070)	(9,924)
Proceeds from Property Plant and Equipment and Infrastructure	\$'000	332	231	250	250	250	297	297	297	297	297	297
Proceeds from/(to) Investments	\$'000	-	-	-	-	-	-	-	-	-	-	-
Proceeds/(Payments) from/for Financial Assets	\$'000	-	-	-	-	-	-	-	-	-	-	-

Net Cash flows from Investing Activities	\$'000	(9,781)	(14,758)	(9,701)	(6,240)	(6,433)	(6,255)	(5,454)	(6,286)	(5,978)	(6,773)	(9,627)
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Cash flows from Financing Activities

Proceeds from Interest Bearing Loans and Borrowings	\$'000	-	-	-	-	-	-	-	-	-	-	-
Repayments of Interest Bearing Loans and Borrowings	\$'000	(124)	(130)	(34)	-	-	-	-	-	-	-	-
Finance Costs	\$'000	(11)	(6)	-	-	-	-	-	-	-	-	-

Net Cash flows from Financing Activities	\$'000	(135)	(136)	(34)	-	-	-	-	-	-	-	-
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Net Change in Cash Held	\$'000	247	(1,106)	(2,348)	30	137	(318)	1,715	1,092	1,523	865	(1,516)
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Cash at Beginning of the Financial Year	\$'000	8,563	8,810	7,704	5,356	5,386	5,523	5,205	6,920	8,012	9,535	10,401
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Cash at End of the Financial Year	\$'000	8,810	7,704	5,356	5,386	5,523	5,205	6,920	8,012	9,535	10,401	8,884
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Cash and Cash Equivalents

Unrestricted Cash	\$'000	7,858	6,642	4,303	4,243	4,410	4,077	5,802	6,804	8,357	9,213	7,706
Restricted Cash (due to reserves)	\$'000	952	1,062	1,053	1,143	1,113	1,128	1,118	1,208	1,178	1,188	1,178

Cash and Cash Equivalents	\$'000	8,810	7,704	5,356	5,386	5,523	5,205	6,920	8,012	9,535	10,401	8,884
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Period start	1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	1 Jul 24	1 Jul 25	1 Jul 26
Period end	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27

14.05 Capital Works Statement

Land	\$'000	-	-	-	-	-	-	-	-	-	-	-
Land improvements	\$'000	-	-	-	-	-	78	80	82	84	86	89
Buildings	\$'000	676	1,743	850	700	744	481	493	506	518	531	545
Building improvements	\$'000	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	\$'000	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	\$'000	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	\$'000	1,299	821	961	985	1,010	1,035	1,061	1,087	1,115	1,143	1,171
Fixtures, fittings and furniture	\$'000	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	\$'000	23	130	93	118	70	-	-	-	-	-	-
Heritage plant and equipment	\$'000	-	-	-	-	-	-	-	-	-	-	-
Library books	\$'000	-	-	-	-	-	-	-	-	-	-	-
Roads	\$'000	7,752	10,701	6,941	4,318	4,518	4,302	3,532	4,309	3,987	4,667	7,217
Bridges	\$'000	148	270	112	155	106	-	62	-	-	-	-
Footpaths and cycle ways	\$'000	109	40	56	57	59	60	-	-	-	-	-
Drainage	\$'000	-	110	-	-	-	-	-	-	-	-	-
Rec, leisure and community facilities	\$'000	-	-	-	-	-	-	-	-	-	-	-
Waste management	\$'000	-	-	-	-	-	-	-	-	-	-	-
Parks, open spaces and streetscape	\$'000	169	1,102	642	57	76	-	-	-	-	-	-
Aerodromes	\$'000	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare capex 1	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare capex 2	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare capex 3	\$'000	-	-	-	-	-	-	-	-	-	-	-
Spare capex 4	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Capital Works	\$'000	10,176	14,917	9,655	6,390	6,583	5,957	5,228	5,985	5,704	6,427	9,021
Represented by:												
Renewal Investment	\$'000	9,137	13,461	6,871	6,158	6,318	5,957	5,228	5,985	5,704	6,427	9,021
Upgrade Investment	\$'000	695	709	2,498	-	-	-	-	-	-	-	-
Expansion Investment	\$'000	-	-	-	-	-	-	-	-	-	-	-
New Investment	\$'000	344	747	286	232	265	-	-	-	-	-	-
Total Capital Works	\$'000	10,176	14,917	9,655	6,390	6,583	5,957	5,228	5,985	5,704	6,427	9,021
Check:	OK	-	-	-	-	-	-	-	-	-	-	-
Renewal Demand	\$'000	-	7,270	7,443	7,660	7,936	8,136	8,336	8,536	8,736	8,936	9,238
Renewal Gap = Not Funded	\$'000	(9,137)	(6,191)	572	1,502	1,618	2,179	3,108	2,551	3,032	2,509	217
Accumulated Renewal Gap	\$'000	(19,114)	(6,191)	(5,619)	(4,117)	(2,499)	(320)	2,788	5,339	8,371	10,880	11,097



West Wimmera Shire Council

Asset Management Strategy

February 2017

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1 Introduction

This Strategy outlines Council's management of its vast asset portfolio, both now and into the future. It will provide an understanding of the Shire's asset portfolio, the mechanisms to meet the service delivery needs of the local community, and enable achievement of Council's Asset Management Policy.

2 Purpose

West Wimmera Shire Council is responsible for managing an extensive range of infrastructure assets commensurate with identified levels of service in an efficient and cost effective manner.

This strategy assesses adequacy of the current status of asset management practices and establishes a long term framework that is necessary to address the gap between current status and the desired status in asset management. This framework will enable Council to systematically manage the use and existence of its infrastructure assets with sustainable maintenance and renewal programs developed through comprehensive consideration of service delivery performance criteria, asset utilisation and degradation, risk management, financial planning, resource management, funding sources and strategic forward planning.

This Strategy is supported by a comprehensive set of Asset Management Plans which address the service delivery requirements for sustainable asset performance using a lifecycle management approach.

3 Objectives

The objectives of this Strategy are:

1. To document the current status of the infrastructure asset portfolio and its management.
2. To ensure compliance with the goals and objectives of the Council Plan, and to inform the Council Plan of appropriate and achievable asset management realities.
3. To provide future direction for asset management commensurate with economic, social and environmental considerations.
4. To provide mechanisms for innovative, cost effective and appropriate asset management.
5. To ensure appropriate resources are provided and efficiently used to achieve acceptable asset management levels of service.
6. To enable Council to plan and implement a co-ordinated approach in funding its infrastructure works programs.

4 Role of Local Government

Local authorities exist principally to supply core services that meet the needs of their communities. The creation, operation, maintenance, rehabilitation and replacement of community and infrastructure assets depend on these service level requirements. What asset services are provided, and how they are provided, depends on the level of service delivery required by the community and determined by the responsible authority.

The Local Government Act 1989 (the Act) provides the legal framework to assist local authorities in the provision of efficient and effective infrastructure management.

The provision and management of infrastructure provides the foundation for the provision of a safe and functional environment for its community. The built and natural environment that we maintain underpins the services we provide to assist in providing a healthy and safe community.

Department of Environment, Land, Water and Planning (DELWP), the Auditor General's Office and the Municipal Association of Victoria (MAV) have continued a path of 'continuous improvement by clarifying the direction they wish the industry to pursue to improve Asset Management. This includes, financial management, asset performance and maintenance activities (Life Cycle Planning). As part of this effort MAV has developed STEP asset management program and National Asset Management Assessment Framework (NAMAF). WWSC has been actively participating in these programs and will continue to do so in future.

4.1 Strategic and Corporate Asset Management Directions

The Council's commitment to asset management is reflected in its 2013 – 2017 Council Plan mission statement:

“West Wimmera Shire Council will work in partnership with the community, business and government to develop and enhance a productive, healthy and safe community by providing leadership, services, advocacy and good governance.”

The Council has structured its delivery of services through a philosophy of overarching organisational values as indicated in the Council Plan. These values are:

- Consulting and engaging the communities in all key issues
- Acting honestly, ethically and with fairness
- Acting innovatively to provide quality services and strong advocacy and
- Ensuring professional and effective levels of Council governance

5 Asset Management Framework

Council's Asset Management Framework shows the relationship between the Council Vision, Key Strategies, the Council Plan, and other business and governance documentation and processes.

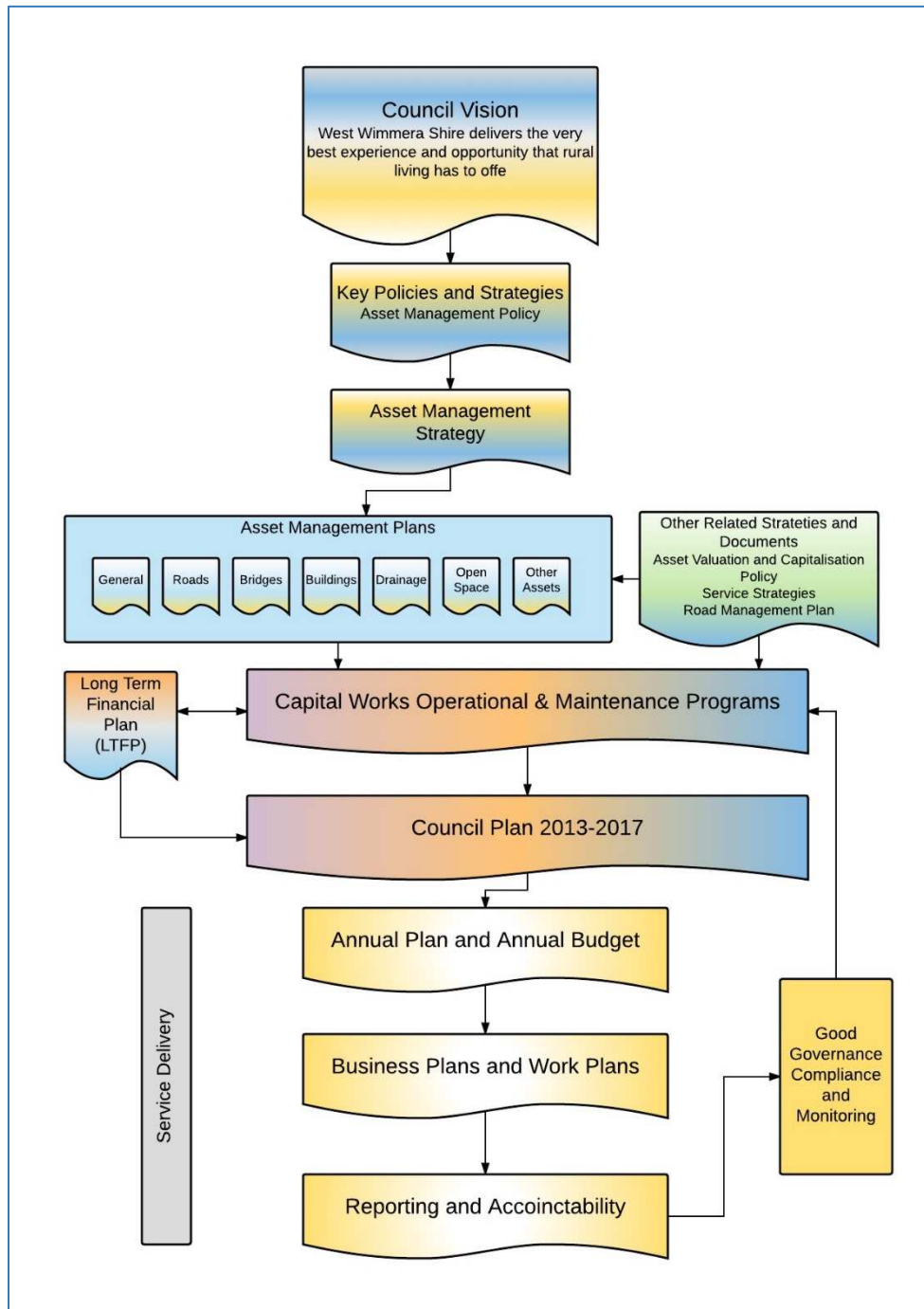


Figure 1 - Asset Management Framework

6 Asset Management Policy

Council updated its Asset Management Policy in July 2015 and is due for a review in 2018. The main objective of this policy is to establish necessary framework to achieve Council Plan Action 4.1

Action 4.1 -

“Council will schedule Council service level reviews and establish relevant standards over the four year period of this plan. Reviews will be prioritised according to investment level, source of funds and community feedback. The reviews will inform Council about asset renewal/maintenance scheduling and potential alternative delivery options, enabling the development of Council service level policies. The results of the service reviews will provide the community and other stakeholders with an understanding of Council service levels and decisions”

The Key principles of the policy are Asset Planning, Asset Delivery, Asset Management, Asset Review and Sustainability.

7 Infrastructure Asset Management Plans

Council's Asset Management Plans demonstrate achievement of the strategic objectives through the application of responsible Asset Management planning which will:

- Ensure that assets are managed to deliver Council's strategic outcomes;
- Ensure that assets provide specified asset levels of service in the most cost-effective manner;
- Anticipate, plan and prioritise spending on the assets;
- Use a Lifecycle approach to manage the assets in the most cost effective manner over time.
- Ensure efficient operation and continued sustainability of assets.
- Provide a basis for asset performance monitoring (condition assessment, performance targets and improvement actions).
- Identify and minimise environmental risk and liability resulting from asset usage.
- Conduct community consultation to establish community expectations in relation to asset service standards through the community's representatives (Councillors) and Community Directions Forum.
- Undertake a risk based approach to identify operational, maintenance, renewal and capital development needs, and apply best value economic analysis to select the most cost effective asset treatment program.
- Continually review and improve asset management practices; and,
- Continuously review and improve the plans.

Council have developed Asset Management Plans in 2014 for all major asset categories. The plan comprises of a general plan covering assets in general, and 8 other sub plans for individual asset categories covering, roads, bridges, major culverts, buildings,

pathways, drainage, playgrounds, pools, recreation, open space, and other infrastructure assets. These plans have been prepared using the existing data at the time. Council need to review these plans when more data become available in future, representing the true status of the assets. Most of these plans does not contain service levels as the service levels were not defined at the time. It is proposed to carry out a service review for all council service and incorporated into these plans.

8 Infrastructure Assets Managed by the Council

The scope and value of Council's infrastructure assets covered by this Strategy are summarised in the Table 1 below.

Table 1 – Infrastructure Assets - Categories, Quantities and Values.

Item	Asset Category	Quantity	Replacement Value * 2015 (\$)
1	Sealed Roads	828 km	148,556,016
2	Unsealed Roads	1,980 km	44,589,625
3	Kerb and Channel	52.6 km	6,909,312
4	Footpaths	34,884 m ²	4,084,964
5	Car Parks	No data available	-
6	Bridges	12 No.	2,786,456
7	Foot Bridges	5 No.	99,344
8	Major Box Culverts	9 No.	1,252,707
9	Major Pipe Culverts	9 No	736,056
10	Minor Culverts	3,469 No	8,887,885
11	Storm Water Pipes	13.7 km	3,536,636
12	Storm Water Pits	348 No	461,395
13	Parks & Gardens Assets	No accurate data available	-
14	Furniture and Signs	No accurate data available	-
15	Buildings	168 No	30,636,000
16	Trees	No data available	
17	Other Assets (Retaining walls, fences etc.)	No data available	
	TOTAL		252,536,396

In order to achieve the knowledge base required to establish a current profile of the existing infrastructure asset portfolio, it is essential that the current asset attributes, condition, and the maintenance regime that is historically delivered within the constraints of Council's financial resources, be documented – this is achieved in Council's suite of Asset Management Plans.

9 Current Asset Management Practices

The core asset management practices, essential for effective asset management across the organisation, falls into three broad categories:

- Assets Data recorded in Corporate Asset Management System.
- Models that links Asset Management System representing key asset management functions across the organisation.
- Information systems which support the above functions.

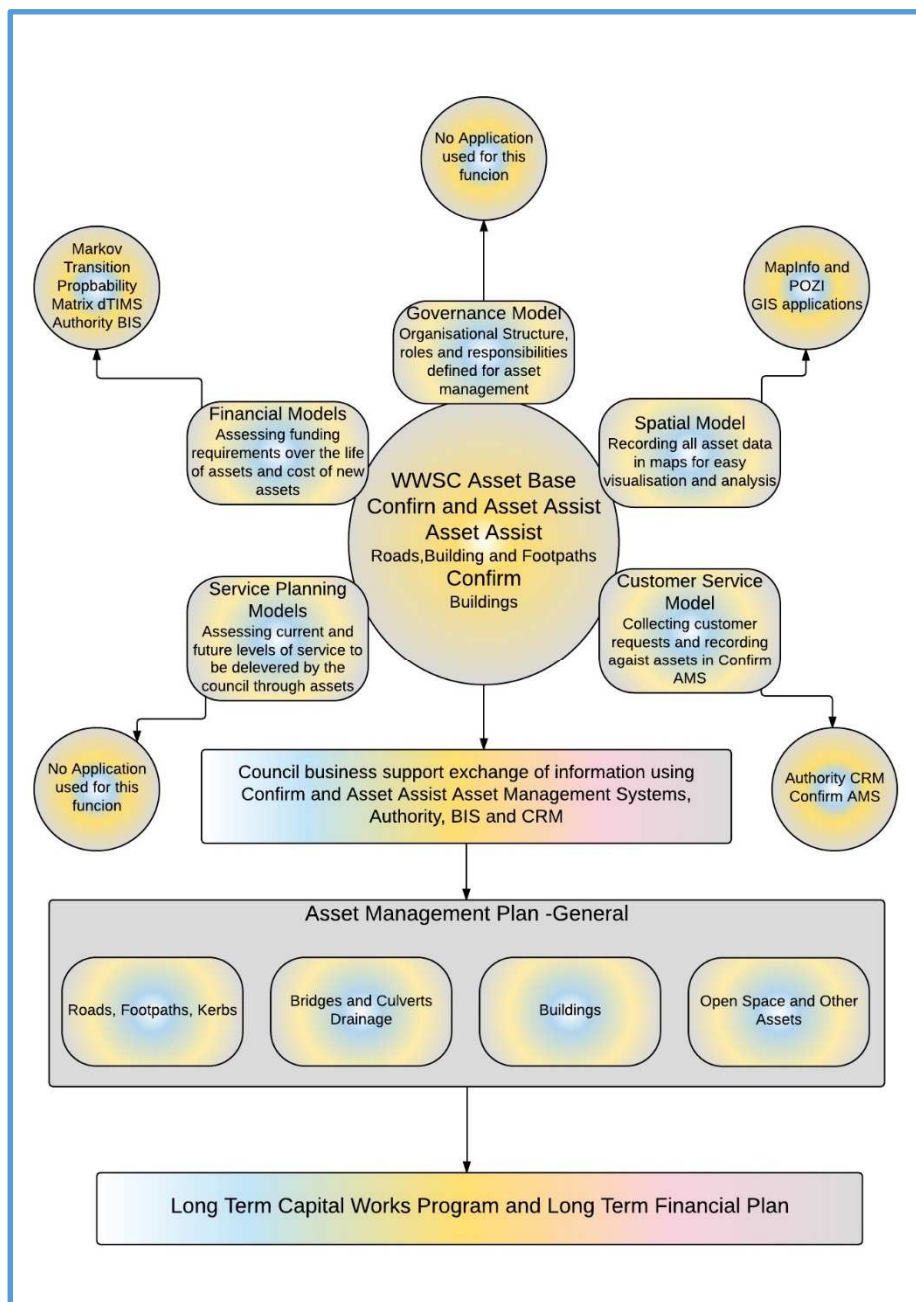


Figure 2 – Current Council’s Asset Management System Model Architecture

The current status of above categories in west Wimmera Shire are described below.

9.1 Asset Data and Corporate Asset Management system

West Wimmera Shire Council has been trying many asset management systems in the past. Moloney AMS was introduced in 2003 and has been in place until 2013. Asset management functionalities in this system is limited and as a result AssetAsyst was introduced in 2013.

The functionalities available in AssetAsyst was still limited and Council appointed a consultant in 2015 to review current asset management software. Even though his recommendation was to purchase Assetfinda, comparing the cost only for the first year, it was found that when the comparison was carried out for five years, Confirm was the cheapest. Hence Council purchased Confirm Asset Management System at the end of 2015 and currently in the process of implementing the system.

Available building and facilities assets data has been already populated in Confirm with live link to MapInfo GIS system and mobile computing commenced on 14th Nov 2016. At the moment all building customer requests and associated works are being recorded against individual assets. The current issue is that officers in IDW department have to re-enter all the requests already populated by the front desk staff in Civica customer request module. It is proposed to get front desk staff to directly enter all the customer request into customer service module in Confirm reducing the additional work load for IDW staff.

The current road GIS layer is not very accurate and accurate data is being collected through high precision GPS data collector. About 90% of this work is completed and the rest expected to be completed before end of February 2017. Once this data is collected all the roads and associated data will be populated in Confirm and mobile computing will commence.

Most of asset data is still not available and action has been taken to collect the rest of the data through GPS data collector in near future and populate in Confirm AMS. The resources needed for this work is included in the table 6 and 7 of this document.

The following information has been identified as a requirement for the organisation to support effective asset management.

Table 2 – Asset Data Information

Asset data	Status
Asset Hierarchy	Developed for buildings and road. No hierarchy developed for other assets types.
Asset identification	<p>Exists for roads, buildings, footpaths and kerb & channel. Currently only building assets are captured in Confirm AMS.</p> <p>Existing road data is not accurate and we are in the process of collecting new road data using GPS data collector.</p> <p>Expected to collect rest of the asset data in near future.</p>

Asset data	Status
Maintenance history	Not recorded against individual assets except for buildings. Just commenced recording building maintenance data since Nov 2016 in Confirm AMS. It is proposed to capture the maintenance records for all asset types in Confirm AMS in future.
Condition history	Exists for roads but previous condition data needs to be captured in Confirm AMS. Condition data needs to be collected and populated in AMS for other assets types in future.
Life cycle costing	Used in Asset Management Plans & development of Capital and Operational programs & budgets

9.2 Asset management processes and models

There are five models that covers whole of the asset management processes as visualised in the Figure 2.

9.2.1 Governance Model

This model indicates the Organisational Structure and the roles and responsibilities relating to asset management. The roles and responsibilities required for asset management for each position has been defined in IDW directorate, but still needs to be expanded to other areas of the council.

9.2.2 Spatial model

Currently WWSC does not have designated GIS officer to manage GIS related works. Council is part of recently initiated Wimmera Southern Mallee Shared Services Group. POZI GIS web service has been initiated under this program and linked to Council web site enabling public access to GIS data.

MapInfo is being used by internal staff to manage assets data.

9.2.3 Customer Service Model

The customer requests received are entered in Civica CRM and then manually create actions/defects against assets in Confirm. It is proposed to enter all customer requests directly in Confirm, which will automatically send the requests to individual actions officers assigned for each request types. This will save time of IDW offices in re-entering the requests in Confirm AMS.

9.2.4 Service Model

For roads and associated infrastructure Road Management Plan is the governing document and levels of service are defined in this document. For other asset categories

service levels are partly defined in individual asset management plans and needs improving to reflect current service levels provided.

9.3 Financial Model

The financial model incorporates all the departments within the Council. The information flows to the finance department through the Asset Department for asset related income and expenditure. Asset related expenditure is captured from the asset management plans and forms the basis for long term financial plan. Expenditure includes operational, maintenance, capital renewal, improvements and new initiatives. Other departments sends their expenditure and income to finance department separately. Finance department use past data on income and expenditure and model into long term financial plan.

Civica's Authority and Business Intelligent System (BIS) is used to store and display financial data.

9.4 Roles and Responsibilities

Asset Management Section of the Council is heavily under staff and needs at least one system administrator and asset engineer to carry out all the tasks required for proper asset management. Hence roles and responsibilities cannot be fully defined realistically at present.

10 Gap Analysis on Current Asset Management Practices

A gap analysis has been carried out to identify shortcomings of the current AM practices and to develop an improvement program for next three years. This analysis is based on the shortfalls identified by the STEP consultants in his last visit on 8th February 2017 and follows the procedure published in IIMM manual. This strategy will be reviewed in three years. The full analysis is attached as an excel spread sheet and the summary is given in figures 3. The improvement program is included in table 6 along with other identified improvements.

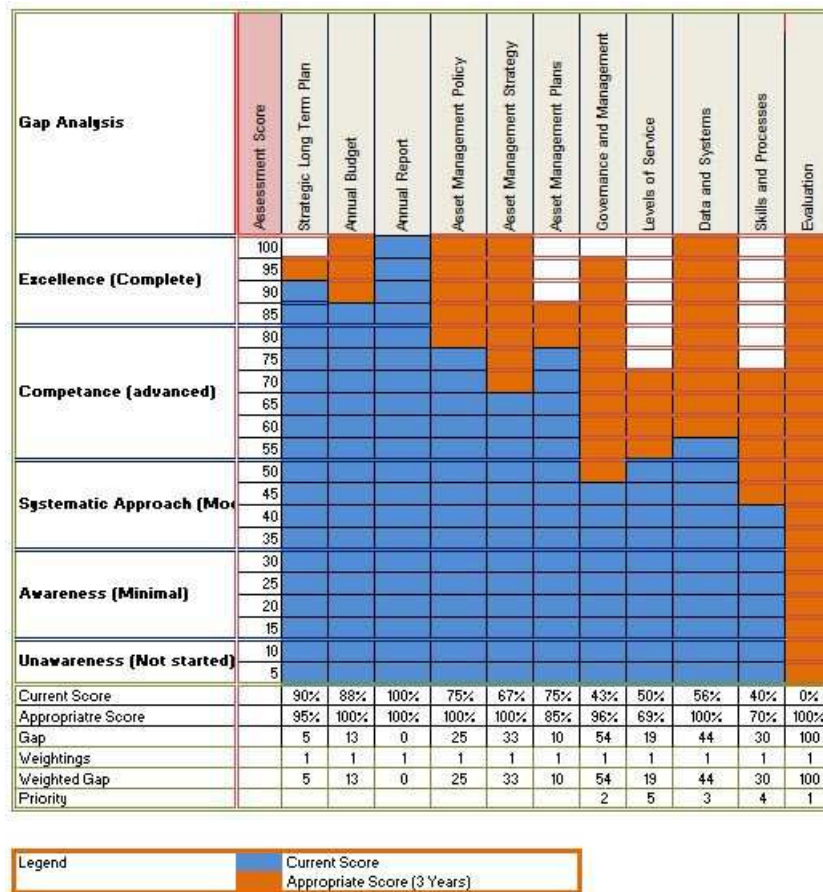


Figure 3 – Asset Management Practices Gap Analysis

11 Current Asset Management Issues and proposed strategies

11.1 Roads and associated assets

Various assets categories under roads are detailed below.

11.1.1 Roads



Figure 4 - Typical road cross section

Flexible roads consist of few components as indicated in Figure 1. Road formation, consisting of natural ground and any subgrade material placed on it, support the road pavement. It is the mechanism to keep the pavement dry and the means to lift road pavement above culverts through which drainage passes. The main function of the pavement is to transmit the traffic load to the subgrade through combination of layers indicated in Figure 3.

Function of Road Subbase:

- It enables traffic stresses to be reduced to acceptable levels in subgrade in the Road Cross Section.
- It acts as a working plate form for the construction of upper pavement layers.
- Acts as a drainage layer, by protecting the subgrade from wetting up.
- It intercept upward movement of water by capillary action.
- It acts as a separating layer between subgrade and road base. By this it prevent the two layers from mixing up.

All of our road Base Course layers are of granular materials. The requirements of a satisfactory Base Course layer are:

- Stability
- Resistance to abrasion
- Resistance to penetration of water
- Capillary properties to replace moisture lost by surface evaporation upon the addition of wearing course requirement change.

The subbase material should possess specific characteristics in order to fulfil above functions. Our council do not have any records of all these characteristic, except on roads constructed in recent years.

Factors affecting performance of the road pavement are:

- Traffic Factors-Contact Tyre Pressure, Wheel Load, Axle Configuration, Repetition of Loads
- Soil Factors-Shear Strength, Bearing Pressure, Penetration Resistance, susceptibility to water
- Environmental Factors-Temperature, Precipitation

These factors are beyond our control and varies from location to location within the shire. The major issue facing us is the expansive soils underneath our road network. It has become a constant struggle to keep the water out-off the road pavements, through table drains.

Most of our roads inundated during the floods in last winter and caused significant damages to our road network, amounting \$6 million. We have to work with CMA to find ways of mitigating the flood damages in future. The government funding only available for restoration of the current flood damages but not for projects to improve the road network to prevent future flooding.

For proper management of road networks, we need to have complete records of all road asset data. Council's road data base do not have following road data available as yet.

- Road formation details such as material characteristics, formation depth, earth volume etc.
- Road Subbase material characteristics and depth
- Road Base material characteristics and depth

It is proposed to collect the remaining road data at a cost of \$125,000 employing a casual labour for a period of 14 months.

Road maintenance methodology and service levels are defined in the Road Management Plan 2013 and adopted in the Council. This document will be reviewed and presented to the Council for adoption before June 2017.

Road condition data have been collected over the last 14 years, based on Moloney condition assessment manual, and the last condition assessment was completed in Dec 2016. Council engaged a consultant to develop a realistic model based on the past condition data and predict future road renewal needs. The model is based on Markov Transition Probability Matrix (TPM), which indicates the probability of changing the network from one state to the next in one year. These probabilities are derived from the past condition data for each failure mode. Deterioration curves can be developed from the predicted conditions and hence the life of the assets.

Another option for determining remaining life of the road network is to carry out Falling Weight Deflectometer (FWD) test. Council have already engaged ARRB to do this test on randomly selected roads and the work will commence in early Feb 2017.

Table 3 indicates the percentage of road network in each condition status from 2015 to 2034 under the current renewal funding level of 3 million per year.

Table 3 – Change of average road condition with current funding level

Year	Percentage of network in each condition level				
	Very Poor	Poor	Average	Good	Excellent
2015 (Previous)			21.5645	68.5961	9.8393
2016 (Current)			19.6575	67.8055	12.5368
2017			37.02	58.698	4.2819
2018			47.694	46.9796	5.3262
2019		0.2738	55.8498	40.0962	3.7801
2020		0.2768	61.9249	33.4791	4.3189
2021		0.707	67.3137	28.1056	3.8735
2022		1.8294	72.6122	21.3025	4.2557
2023		3.7742	77.1724	15.0331	4.0201
2024		4.841	76.2148	15.9374	3.0066
2025		8.2664	71.5193	16.8369	3.3772

Year	Percentage of network in each condition level				
	Very Poor	Poor	Average	Good	Excellent
2026		17.2787	60.6887	19.665	2.3674
2027		22.24	55.2112	20.0397	2.5089
2028		27.4101	50.2407	19.0026	3.3463
2029		33.4824	44.8822	18.1974	3.4378
2030		40.4228	38.3578	17.9974	3.2218
2031		41.7199	37.9625	17.5092	2.8081
2032		46.1197	33.0878	17.9354	2.8569
2033		46.4085	32.5516	18.5051	2.5346
2034		46.695	31.8131	18.6924	2.7993

According to this analysis, 47% of the total road network will be in poor condition in 2034 as against 0% in 2016, with the current funding level.

Table 4 indicates the funds required to maintain the road network in current condition.

Table 4 – Funds required to maintain current average road condition

Year	Rehab	Resurface	Total
2016	\$3,415,045.00	\$1,974,481.20	\$5,389,526.20
2017	\$3,935,340.00	\$1,409,401.20	\$5,344,741.20
2018	\$3,185,125.00	\$2,198,613.00	\$5,383,738.00
2019	\$4,680,550.00	\$327,534.00	\$5,008,084.00
2020	\$0.00	\$5,392,256.40	\$5,392,256.40
2021	\$1,083,225.00	\$661,216.80	\$1,744,441.80
2022	\$559,630.00	\$4,834,924.20	\$5,394,554.20
2023	\$1,079,095.00	\$4,320,762.60	\$5,399,857.60
2024	\$3,090,755.00	\$2,183,715.00	\$5,274,470.00
2025	\$3,454,400.00	\$1,870,215.00	\$5,324,615.00
2026	\$3,443,270.00	\$1,929,195.00	\$5,372,465.00
2027	\$4,972,935.00	\$398,565.00	\$5,371,500.00
2028	\$2,323,925.00	\$3,037,413.60	\$5,361,338.60
2029	\$2,582,225.00	\$2,691,198.00	\$5,273,423.00
2030	\$2,040,185.00	\$3,340,303.20	\$5,380,488.20
2031	\$1,670,725.00	\$3,723,847.20	\$5,394,572.20
2032	\$3,694,575.00	\$1,702,404.00	\$5,396,979.00
2033	\$3,192,075.00	\$2,193,489.60	\$5,385,564.60
2034	\$2,061,980.00	\$3,257,068.80	\$5,319,048.80

Council require on average 5.3 million per annum as against 3 million to maintain the road network in current condition. This indicates a gap of 2.3 million per annum in road funding to maintain current status of the road network. It is proposed to provide on average 5.3 million in LTFP for road renewal works

11.1.2 Bridges and Culverts

Data on Bridges and Major Culverts available as a GIS layer, recently created by digitising using aerial photographs and personal knowledge. Condition data is not available on these assets.

Level 2 bridge inspections will be carried out as part of flood recovery works. Required renewal works and associated costs will be available once this inspection is completed.

11.1.3 Footpaths

Footpath conditions were assessed in October 2016 and the condition summary is given in table 5. None of the footpath sections were rated below condition 5. There are few footpath sections with isolated failures.

Table 5 – Footpath Condition Status

Condition Grade	Percentage of the network
1	9.06%
2	30.07%
3	42.35%
4	17.86%
5	0.67%
6	0%
7	0%
8	0%
9	0%
10	0%

Adopted Intervention level for footpaths is 8 and all footpath sections are below condition status 6. There are few footpath section with more than 5% of the area are damaged and these can be repaired separately. Annual allocation of approximately \$60,000 has been provided for these repairs in LTFP.

A paths and trail strategy should be developed to identify critical footpaths and new footpaths required in future. Footpath hierarchy need to be revived and populated in Confirm.

11.1.4 Kerb and Channels

Kerb and Channel conditions were assessed in October 2016 and the condition summary is given in table 6. None of the footpath sections were rated below condition 5. There are few footpath sections with isolated failures.

Condition Grade	Percentage of the network
0	0.54%
1	4.15%
2	10.55%
3	36.10%
4	30.50%

Condition Grade	Percentage of the network
5	13.73%
6	2.50%
8	0.44%
9	1.22%
10	0.25%

Overall Kerb condition is worse than footpath condition in the shire. Approximately 2% of the network is beyond the intervention level and needs replacing. Generally kerb and channels are replaced along with the road rehabilitation works and these will be attended along with the road rehabilitation program. Annual allocation of \$50,000 is recommended under maintenance funds for repairing isolated worse kerb and channel sections.

11.2 Buildings and Facilities

All the building assets are populated in Confirm and the customer requests and works carried out are recorded against individual assets through mobile computing. This data can be used in future to identify failure modes, rectification works and associated future funding requirements.

No recent condition data available for building assets to develop any deterioration curves as yet. Condition data is being collected in-house at the moment and expected to be completed by end of March 2017. It will be possible to predict renewal needs and funds requirements when this data is available.

In addition to condition data, following information is required for proper management of building asset:

- Building usage (Number of days used per year)
- Occupancy level (Average patrons per day)
- Construction date
- BCA class of the building
- Service provided
- Service manager details
- Property title details
- Wall materials
- Roof material
- Floor material

Above data are not available for all of the buildings and it is expected to get this data collected by June 2017.

Previous condition assessment done by CT Management in 2014 on Public Halls identified capital renewal works to a value of \$1,059,310. Council's Building Officer has identified maintenance and repair works during his inspection over the last 3 years, which requires a sum of \$697,000.

Recent inspection on buildings revealed that there are many structural failures in Council's buildings and Council Officers were compelled to close two buildings for public access due to safety reasons. Further buildings may also need to be closed.

If Council were to continue without substantial funding allocations for building renewals, it will be inevitable closing down of few more building in near future, threatening community services.

It is proposed to carry out a service review of all the buildings considering following factors.

- Building usage and occupancy level.
- Rationalising asset portfolio considering the possibility of sharing services or using nearby facilities.
 - Example: There are halls very close to each other but belongs to different organisations. One of these halls can be closed and sell to private parties.
- Long term viability of the building assets and associated risk factors.
- Sustainability.
- Heritage values.
- Declining population.

This will help to establish an affordable building portfolio to deliver a sustainable service across the shire.

Actual maintenance funds needed in future can be worked out analysing the past maintenance records that are now being recorded in Confirm AMS against each asset.

11.3 Stormwater Drainage Assets

The asset data available on Stormwater assets is limited to pipe size, and types. No data is available on the asset location, pipe depth, flow direction, condition, pipe capacities or serviceability. Without this information it is not possible to identify flooding locations proactively. At the moment, Council attends to flood problems on a reactive basis and it is not possible to forecast future funding requirements for renewal and improvement works for the stormwater network accurately.

It is proposed to collect the remaining data using GPS data collector and carryout CCTV inspections on at least 10% of the network annually so that entire network will be completed in 10 years. Complete inventory data is required to analyse the drainage network using suitable software and populate the other characteristics in AMS and GIS. WSAA 05-2013 Conduit Inspection Reporting Code of Australia can be used for condition assessment. The required resources are included in table 6 and 7 in this document.

11.4 Playgrounds, Parks and Street Furniture

An access data base created in 2005 is available for parks and street furniture. This has not been updated and the available data is not accurate. It is proposed to collect a complete inventory of this asset category after developing a condition assessment manual for parks and street furniture.

A consultant has been engaged to collect playground inventory data and carryout a safety audit. This work will commence in February 2017. The audit will identify the condition and necessary repairs for playground assets.

11.5 Street Trees

No data available on Street Trees. It is proposed to engage a consultant and collect this data.

11.6 Rural Bores

Council maintain 14 Bores and 5 mains stand pipes within the shire. Data available in a GIS layer and no condition data exists. It is proposed to collect condition data on these assets in future.

12 Asset Maintenance

The maintenance of assets have been on reactive basis for all asset categories except for roads where the maintenance activities are managed as per road management plan.

Maintenance activities were not recorded in the AMS system with associated costs. Maintenance activities relating to building assets are being recorded now in Confirm against each assets with associated costs. It is proposed to continue for all other assets when the system implementation is completed.

It is proposed to develop realistic maintenance regimes for all asset categories, analysing past recorded maintenance data in future.

13 Asset Renewal Gap

The data available to carry out a realistic analysis of renewal gap is minimal and hence a realistic renewal gap cannot be worked out. The recent condition assessment completed in November 2016 enabled us to carry out a realistic renewal gap figure for roads, which is 2.3 million per annum. We are in process of carrying out a similar condition assessment for building assets and expected to be completed in due course.

In the meantime, for the purpose of this strategy current renewal gap is indicated in the table below based on depreciation values, which may not be a true representation of the actual renewal gap.

Asset Category	Annual Depreciation	Average renewal funds available in LTFFP	Renewal Gap
Sealed roads	Actual From the Model 5,300,000	3,000,000	2,300,000
Buildings	474,879	430,000	74,879
Footpaths	81,775	235,000	-153,225
Kerbs	100,858	125,000	-24,142
Unsealed pavement	1,644,776	1,100,000	544,776

Bridges and Culverts	186,669	100,000	86,669
Stormwater Drainage	57,105	50,000	7,105

The total renewal gap is \$2,836,062. This figure does not represent a true renewal gap as it does not include most of the repairs that need to be done urgently in buildings. We have street and parks furniture not quantified yet as no data exist on these assets. These shortcomings are addressed in the Asset Management Improvement plan.

14 Asset Management Improvement Plan

Many AM improvements have been identified in individual AMPs in 2014. Some of these improvement works are not valid for current situation. Relevant improvements items from 2014 AMPs and new items identified in this strategy are prioritised considering economic factors and council current resources and presented in Table 6. This table will be reviewed in three years and re-prioritised to match the available resources.

Table 6 – Asset Management Improvement Program

AMP Reference	Improvement Action	Priority/Timeframe			Responsibility	Resources	Status
		2017-18	2018-19	2020-21			
General	Recruit a System Administrator and Asset Engineer to Work in Asset Department	✓			GMIDW	MA ¹ \$150,000 Annually	NS
	Develop Service Plans for all asset categories			✓	GMIDW	MA AE ²	NS ³
	Review current business processes practice and develop process maps for all business processes	✓			GMIDW	MA AE	NS
	Use Confirm Customer Service Module to record all customer request when Confirm Implementation is completed		✓		GMIDW	MA SA	
	Identify all critical assets and record in Confirm AMS			✓	GMIDW	MA AE	NS
	Develop maintenance regimes for all asset categories analysing past maintenance records in Confirm AMS			✓	GMIDW	MA AE	NS
Step Program NAMAF Assessment 2017 Annual Budget	The Long Term Financial Plan has been prepared based on the resource requirements and strategic objectives detailed in Council's Long Term Plan and Asset Management Plans. Link LTFP to AM Plans as indicated in AM Strategy			✓	GMCCS	FM ⁴	NS
	The Annual Budget reflects the Council's strategic objectives and contains a statement of how Council will meet the goals and objectives of its Strategic Longer Term Plan. Include a statement in the annual budget		✓		GMCCS	FM	NS
	Council's Annual Budget includes resources to implement Strategic Longer Term Plan strategies. Resources to be included in the budget		✓		GMCCS	FM	NS
Step Program NAMAF Assessment 2017 Asset Management Policy	The Asset Management Policy has a direct linkage with Council's Strategic Longer Term Plan and Long Term Financial Plan. Review AM policy to indicate the link to the LTFP.			✓	GMIDW	MA AE	NS
	The Asset Management Policy requires the adoption of Asset Management Plans informed by community consultation and local government financial reporting frameworks. Get community views from Councillors			✓	GMIDW	MA AE	NS

¹ MA- Manager Assets

² AE-Asset Engineer to be recruited

³ NS-Not yet started

⁴ FM-Finance Manager

AMP Reference	Improvement Action	Priority/Timeframe			Responsibility	Resources	Status
		2017-18	2018-19	2020-21			
	The Asset Management Policy identifies a process for meeting training needs in financial and asset management practices for councillors and staff. Review the AM policy to include training needs			✓	GMIDW	MA AE	NS
Step Program NAMAFA Assessment 2017 Asset Management Plans	Improve Asset Management plans to fulfil all the requirements as per STEP Program			2020/21 and 2021/22	GMIDW	MA AE	NS
Step Program NAMAFA Assessment 2017 Governance and Management	Council has mechanisms in place to provide high level oversight by the Council, CEO/GM and Executive Management Team, for development and implementation of the Asset Management Strategy and Asset Management Plans. This will be done through AMSC		✓		GMIDW	MA AE	NS
	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs.			✓	GMIDW GMCCS	Various	
	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes.			✓	GMIDW GMCCS	Various	
	Council has a documented process for making capital investment decisions, which is driven by Council's Strategic Longer Term Plan, Long Term Financial Plan and the Council Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments. A process needs to be developed			✓	GMIDW	MA AE	NS
	Council involves all its departments in Asset Management.			✓	GMIDW GMCCS	Various	
Step Program NAMAFA Assessment 2017 Data and Systems	Fulfil all requirements as per STEP program on Data and Systems			✓	GMIDW	MA AE	NS
Step Program NAMAFA Assessment 2017 Skills and Processes	Develop process maps as required to fulfil the requirement of STEP Program			✓	GMIDW	MA AE	NS
	Council provides ongoing training programs for councillors, council management and officers on key asset management topics.			✓	GMIDW	MA AE	NS

AMP Reference	Improvement Action	Priority/Timeframe			Responsibility	Resources	Status
		2017-18	2018-19	2020-21			
Step Program NAMAFA Assessment 2017 Evaluation	Develop process maps as required to fulfil the requirement of STEP Program						
Roads	Collect all the road data in GIS using GPS data collector and import into Confirm	✓			GMIDW	IE ⁵ RI ⁶	IP ⁷
	Collect other road data such as material characteristics			✓	GMIDW	MA AE \$125,000	NS
	Develop deterioration curves and a model to predict future renewal needs based on past condition data and generate renewal program	✓			GMIDW	MA Consultant	C ⁸
	Populate all the road asset data in Confirm	✓			GMIDW	MA SA ⁹	NS
	Purchase additional 10 Confirm Connect Licences and Initiate mobile computing on road assets		✓		GMIDW	MA SA \$14,000	NS
	Configure Confirm to carry out asset valuation and generate valuation report for roads and associated assets	✓			GMIDW	MA SA	NS
Bridges	Add boundary road bridges responsibilities into the agreements		✓		GMIDW	MA SA	NS
	Collect accurate bridge data including GPS locations using GPS data collector and populate in Confirm AMS		✓		GMIDW	MA SA	NS
	Carry out Level 2 Bridge inspections and identify the the bridges that need level 3 inspections	✓			GMIDW	MA AE	IP
	Generate bridge valuation reports from Confirm		✓		GMIDW	MA AE	NS
	Identify the load capacity in all bridges and populate in Confirm			✓	GMIDW	MA Consultant \$20,000	NS
	Investigate past records and establish bridge age			✓	GMIDW	MA AE	NS
Buildings	Carryout building condition inspections through mobile computing and upload into Confirm AMS	✓			GMIDW	MA BO ¹⁰	IP
	Identify the renewal and maintenance needs from the above condition and defect inspections, prioritise the works and develop 40 year capital and maintenance program	✓			GMIDW	MA BO	NS

⁵ IE-Infrastructure Engineer

⁶ RI-Road Inspector

⁷ IP-In Progress

⁸ C-Completed

⁹ SA System Administrator to be recruited

¹⁰ BO-Building Officer

AMP Reference	Improvement Action	Priority/Timeframe			Responsibility	Resources	Status
		2017-18	2018-19	2020-21			
	Carryout building condition inspections through mobile computing and upload into Confirm AMS in 2018-19		✓		GMIDW	MA BO	NS
	Develop over all deterioration curves for building assets. Use these curves to develop a model to predict future renewal needs and prepare 10 year building renewal program			✓	GMIDW	MA AE	NS
	Record all customer requests in Confirm and link to assets	✓			GMIDW	MA BO	IP
	Collect remaining building data as indicated in page 15 of this strategy and populate in Confirm AMS	✓			GMIDW	MA BO	IP
	Carryout a service review of all the buildings and rationalise building asset portfolio to reflect current needs.		✓		GMIDW	MA AE	NS
	Access greenhouse emissions which are to be used as a basis of improving energy efficiency.			✓	GMIDW	MA AE	NS
Pathways	Establish suitable footpath hierarchy		✓		GMIDW	MA AE	NS
	Populate footpath data in Confirm AMS and generate valuation reports		✓		GMIDW	MA AE	NS
	Review Building permit/Road opening inspection process			✓	GMIDW	MA AE	NS
	Develop a path and trails strategy for West Wimmera Shire		✓		GMIDW	MA AE \$20,000	NS
	Develop a forward Work program for footpaths based on the condition data collected in 2016	✓			GMIDW	MA AE	NS
Stormwater Drainage	Collect All stormwater asset data including small culverts, open drains, pipes and pits using GPS data collector and import into Confirm AMS and MapInfo	✓			GMIDW	MA AE SA \$30,000	NS
	Populate existing pipe camera condition survey results into Confirm AMS		✓		GMIDW	MA SA	NS
	Carryout CCTV condition assessments of 10% of the network annually		✓	✓	GMIDW	MA AE \$20,000	NS
	Generate valuation reports from Confirm AMS		✓		GMIDW	MA SA	NS
	Develop forward work program for drainage assets		✓		GMIDW	MA AE	NS
Playgrounds	Review service agreements with kindergartens users.		✓		GMIDW	MA AE	NS
	Populate all Playground data in Confirm		✓		GMIDW	MA SA	NS
	Review list of Playgrounds and status of Madden Street, Kaniva		✓		GMIDW	MA AE	NS
	Engage a consultant to collect playground inventory data and safety audit	✓			GMIDW	MA AE	IP

AMP Reference	Improvement Action	Priority/Timeframe			Responsibility	Resources	Status
		2017-18	2018-19	2020-21			
						\$6,000	
	Assign the hierarchy to each Playground		✓		GMIDW	MA AE	NS
	Separate Playgrounds costs from Parks & Gardens costs.			✓	GMIDW	MA FA ¹¹	NS
Swimming Pools	Populate all pool assets into Confirm AMS			✓	GMIDW	MA AE	NS
	Review forecast asset life of swimming pool tanks			✓	GMIDW	MA AE	NS
Trees	Engage a consultant to collect tree data including tree health and GPS locations			✓	GMIDW	MA AE \$40,000	NS
	Populate the above data in Confirm and MapInfo			✓	GMIDW	MA SA	NS
Recreation, Open Space, and Furniture	Review service agreement with the Kaniva Recreation Reserve users.		✓		GMIDW	MA AE	NS
	Populate all recreation and open space data into Confirm AMS			✓	GMIDW	MA SA	NS
	Develop a condition assessment manual for parks and street furniture		✓		GMIDW	MA AE	NS
	Collect all street and parks furniture and populate in Confirm and MapInfo			✓	GMIDW	MA SA	NS
	Review age of bores and pumps and collect condition data			✓	GMIDW	MA AE	NS
	Develop a maintenance and forward capital works program for park assets			✓	GMIDW	MA AE	NS
	Generate valuation reports from Confirm AMS			✓	GMIDW	MA SA	NS
	Review defect inspection schedule for recreation and parks assets			✓	GMIDW	MA AE	NS
Other Infrastructure	Collect and review other assets data in import into Confirm			✓	GMIDW	MA AE	NS
	Review condition rating program for Other Infrastructure, in particular jetties and retaining wall assets			✓	GMIDW	MA AE	NS

Table 7 highlights the financial resources required to implement this strategy. Funds required for road renewal program is indicated in table 4.

Table 7 – Financial summary

Item Description	Year	Amount (\$)
Recruit System Administrator and Asset Engineer	Annually	150,000

¹¹ FA-Financial Accountant

Item Description	Year	Amount (\$)
Purchase of additional 10 Confirm Connect licences	2017-18	14,000 and 2800 annually
Identify load capacity of bridges	2020-21	20,000
Develop a path and trail strategy	2018-19	20,000
Collect stormwater inventory data	2017-18	30,000 (Student wages)
Collect other road data such as material characteristics	2020-21	125,000
Carryout CCTV inspections on 10% of the network	For next 10 years from 2018-19	20,000
Tree inventory data collection	2020-21	40,000
Playground audit and inventory data collection	2016-17	6,000 (Already allocated in this year's budget)

15 Strategy Review

Council will formally review this strategy on a three year basis. The review will take into consideration Council's Plan, Local Government Performance Reporting Framework and Council's Risk Management Policy. The next review will be by March 2020.



**WEST
WIMMERA
SHIRE COUNCIL**

2015 - 2016

ANNUAL REPORT

The best of country living



Council Information

Offices

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Fax: (03) 5585 9950

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Office Hours

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8.30am – 5.00pm

E-mail

council@westwimmera.vic.gov.au

Valuer

Mr. Ian Wilson
PO Box 1438, Horsham

Website

www.westwimmera.vic.gov.au

Banker

National Australia Bank

Auditor

Coffey Hunt, Warrnambool
Victorian Auditor General, Melbourne

Internal Auditor

Crowe Horwath
Malop Street, Geelong

Solicitors

Stewart & Lipshut
Victoria Street, Nhill

Power & Bennett
Elizabeth Street, Edenhope

Maddocks

La Trobe Street, Melbourne

Russell Kennedy Solicitors

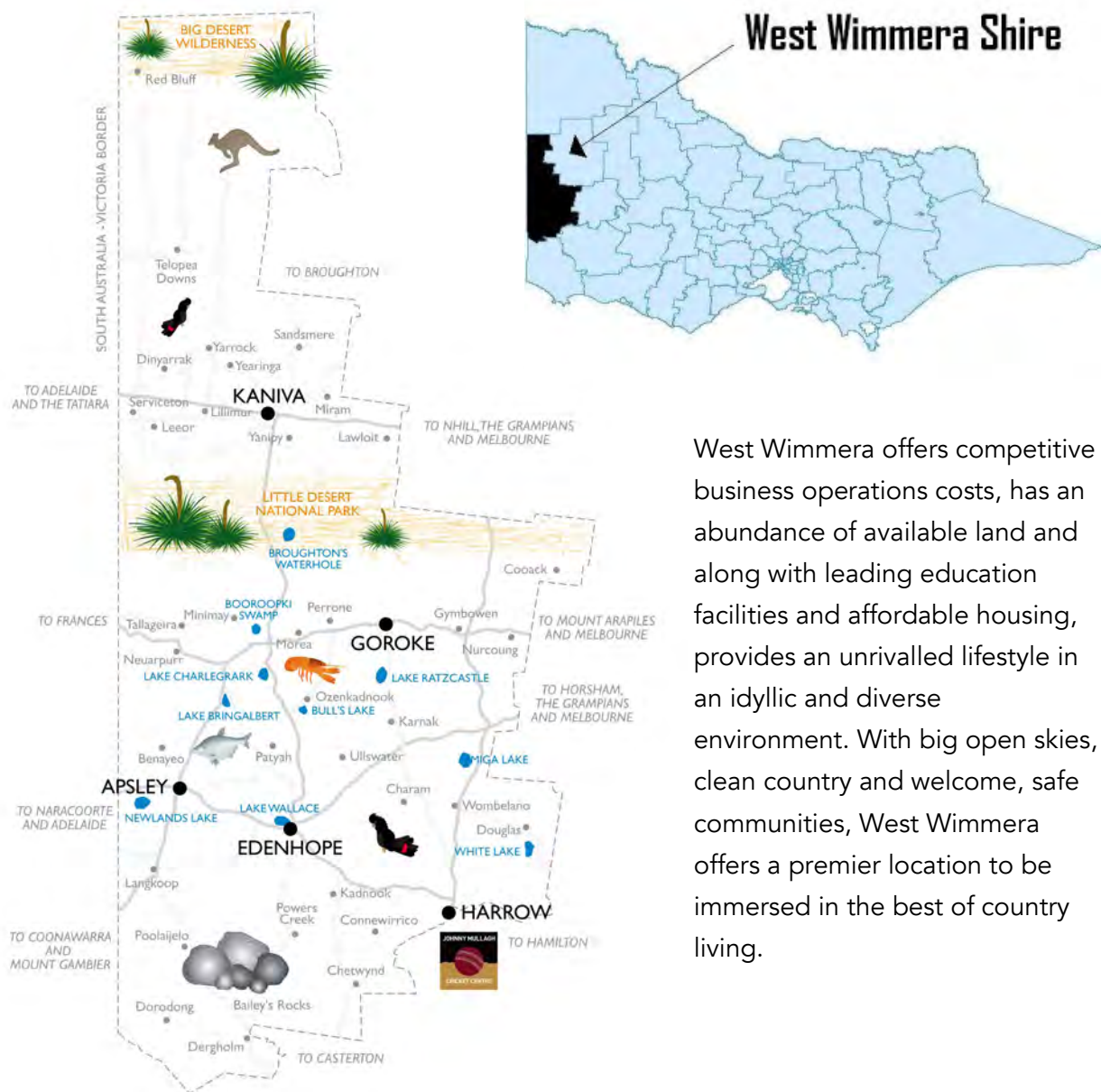
William Street, Melbourne



About West Wimmera

West Wimmera covers 9,200 square kilometres and includes the townships of Apsley, Edenhope and Harrow in the southern half of the Shire through to Goroke, Kaniva and Serviceton in the north. Home to approximately 4,500 people, the region prides itself on its welcoming communities, strong agricultural industry and diverse environment.

Consisting of untouched desert parks, vast wetlands and fertile plains, the West Wimmera is equally well known for its acres of wheat and legumes, and as home to the famous Malleefowl, Red – tail black cockatoo and a unique abundance of wildflowers.



West Wimmera offers competitive business operations costs, has an abundance of available land and along with leading education facilities and affordable housing, provides an unrivalled lifestyle in an idyllic and diverse environment. With big open skies, clean country and welcome, safe communities, West Wimmera offers a premier location to be immersed in the best of country living.

Council Vision, Mission, and Values

Council Vision

West Wimmera Shire delivers the very best experience and opportunity that rural living has to offer.

Mission Statement

West Wimmera Shire Council will work in partnership with the community, business and government to develop and enhance a productive, healthy and safe community by providing leadership, services, advocacy and good governance.

Values

We will consult and engage our communities in all key issues

We will act honestly, ethically and with fairness

We will act innovatively to provide quality services and strong advocacy

We will ensure professional and effective levels of Council governance



Chief Executive Officer's Message

As a relative newcomer to the west Wimmera Shire, I would firstly like to acknowledge the administration of the Shire for the way that they have managed the organisation over a long period. West Wimmera has been faced with a constant battle to retain population and this has led to difficulties in providing a balanced bottom line.



As a Shire that covers a large portion of Western Victoria, the ability to provide the desired service levels across the entire Shire has been tested by ever decreasing revenue sources. Despite this the administration of the Shire has managed to ensure that the organisation remains in a sustainable position from a cash perspective.

In order for the Shire to future proof itself against the financial pressures that it is faced with, some tough decisions will need to be made regarding service levels. To enable these decisions to be made from an informed position, a number of service reviews have been conducted and these reviews will continue as the financial landscape changes over the coming years.

The 2015/16 financial year saw a continuation of the Shires ability to attract grant funds from State and Federal Government. The funds provided to assist with the construction of the Kaniva Community Hub, funds to upgrade the netball facilities at Kaniva, assistance with funding the upgrade to facilities at the Apsley Recreation Reserve are all examples of how the Shire has worked to leverage the maximum benefit possible for the community.

In addition to the above mentioned examples, the Shire, through advocacy efforts to the Federal Government via the Member for Mallee, received \$1.5m to be utilised for projects on community infrastructure.

As Local Government enters a new era through a new Local Government Act and via Council elections, a new approach is required to ensure that West Wimmera receives positive attention from government. In order for this to occur, organised and well researched advocacy campaigns are required to continue to ensure that the Shire is building a positive relationship with Ministers and opposition key personnel.

Residents of the Shire will welcome a new Council by the end of 2016 and the efforts to raise the Shires profile will continue. Targeted advocacy at a State and Federal level will be a key activity of the new Council to ensure that collaborative funding models can assist in the Shire achieving the goals of its Council Plan.

I would like to finish by paying tribute to the Councillors who were in office for the past 4 years for the contribution they have made representing their communities. It is easy to highlight errors or find fault with an activity in Local Government, but Councillors and Shire personnel should celebrate successes and for West Wimmera there have been many over the term of this Council.

David Leahy— Chief Executive Officer



Councillors

West Wimmera Shire Council consists of five councillors elected from an un-subdivided municipal district.



Cr. Annette Jones

Councillor Jones was elected to West Wimmera Shire Council on 27 October 2012.

Councillor Jones is West Wimmera Shire Council's representative to the following organisations:

- Municipal Association of Victoria
- Grampians Central West Waste and Resource Recovery Group – Forum Group
- National Timber Towns Council Task Force
- North West Municipalities Association
- Rural Councils Victoria
- West Wimmera Landcare Network
- Wimmera Mallee Sustainability Alliance

Cr. Ron Hawkins

Councillor Hawkins was re-elected to West Wimmera Shire Council on 27 October 2012.

Councillor Hawkins is West Wimmera Shire Council's representative to the following organisations:

- Little Desert National Park Fire Control Committee
- Municipal Emergency Management Planning Committee
- Municipal Fire Prevention Committee
- Wimmera Development Association
- Wimmera Regional Transport Group

Cr. Bruce Meyer

Councillor Bruce Meyer was re-elected to West Wimmera Shire Council on 27 October 2012.

Councillor Meyer is West Wimmera Shire Council's representative to the following organisations:

- Big Desert National Park Fire Control Committee
- Kaniva Community Sporting Complex Committee of Management
- Kaniva Museum and Historical Collection Committee
- Wimmera Regional Library Corporation

Cr. Richard Wait

Councillor Richard Wait was elected to West Wimmera Shire Council on 27 October 2012.

Councillor Wait is West Wimmera Shire Council's representative to the following organisations:

- Douglas Mine Environment Review Committee
- Harrow RSL Hall Committee
- Roadsafe Wimmera
- Southwest Freight Plan Strategy Group
- Timber Towns Victoria
- Western Highway Action Committee
- Wimmera Mallee Tourism Association

Cr. Warren Wait

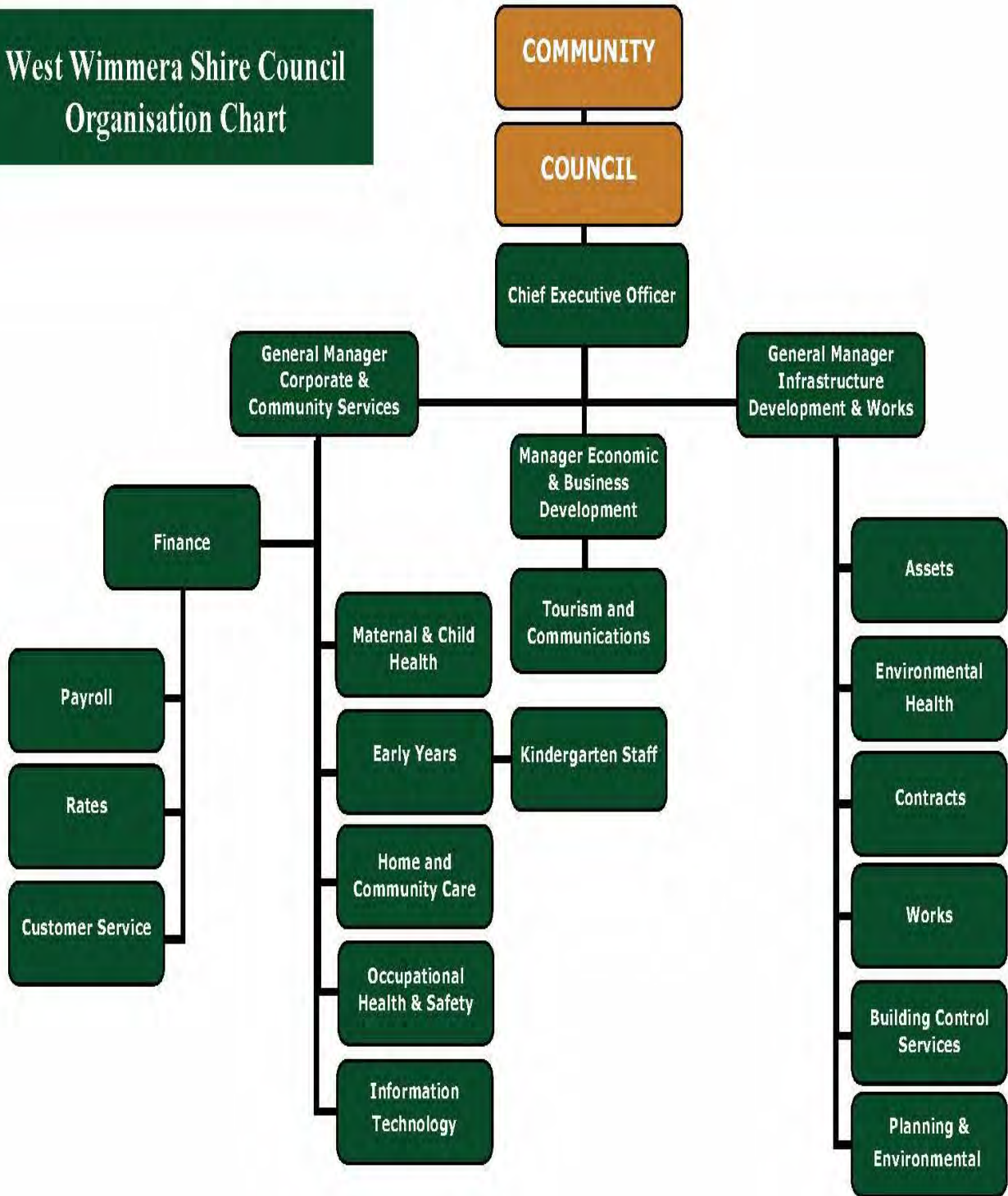
Councillor Warren Wait was re-elected to West Wimmera Shire Council on 27 October 2012.

Councillor Wait is West Wimmera Shire Council's representative to the following organisations:

- Crabtree Estate Committee
- West Wimmera Groundwater Management Area Committee



West Wimmera Shire Council Organisation Chart



Organisational Structure

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. Two General Managers and the CEO form the Senior Management Group.

Chief Executive Officer David Leahy

Areas of Responsibility

- Overall Staff Management
- Governance
- Economic Development and Tourism



David Leahy joined West Wimmera in February 2016. He moved to the Shire with his wife Christina and son Thomas and is residing in Edenhope.

David has 18 years experience in Local Government in senior roles. Commencing in South Australia at Whyalla City Council, David worked primarily in the civil construction field where he developed and oversaw all of the capital works contracts for the Council.

In 2006, David moved to Naracoorte Lucindale Council with his family where he worked as the Engineering and Technical Services Director.

A move into Victoria followed in 2009 to take up the role of Infrastructure Director at Swan Hill. This role involved managing a large capital works budget and an extensive maintenance and works program. David also spent considerable time as the Acting Chief Executive Officer including during the 2011 flood event.

David has worked extensively on regional committees in the transport field and has had involvement in advocating for passenger rail and the Murray Basin Rail Freight Project.

Formal qualifications include:

- Certificates in Management
- Qualifications in Civil Works Supervision and Management
- Quality Management for Business
- Level two coaches qualification—Australian Football



General Manager Corporate and Community Services

Venkat Peteti

Areas of Responsibility

- Finance, Rates and Revenue, Payroll
- Customer Service
- Occupational Health and Safety
- Kindergartens, Early Years Services
- Risk Management, Audit Committee
- Maternal & Child Health Services
- Youth Services
- Home and Community Care Services
- Community and Volunteer Support
- Emergency Management—Relief and Recovery
- Information Technology
- Libraries
- Cemeteries



Venkat Peteti took on the role of General Manager Corporate and Community Services in August 2012. Before joining West Wimmera Shire Council, Venkat had worked in Local Government and the large multinational corporations in the United States, India and Australia. Venkat has a strong professional background in Finance, Information Systems, Community Services, Governance, Infrastructure Asset Management and Process re-engineering.

Alongside his professional career, Venkat is passionate about volunteering, community strengthening, youth services, education and social inclusion. Venkat currently holds the position of Chairman of the Board of Volunteering Western Victoria. Venkat is a mentor under governance mentoring program and helps community organisations to improve their governance practices.

Venkat is married to Narmada and has two young children, who have all embraced the change moving to a rural setting. Venkat and his family are actively involved in community activities in West Wimmera. Venkat is also a member of Lions Club of Kaniva.

Tertiary Education/Professional Memberships

- Bachelor of Commerce
- Master Of Financial Management
- Master of Business Administration
- Graduate Member of Australian Institute of Company Directors



General Manager Infrastructure, Development and Works

Robyn Evans

Areas of Responsibility

- Shire Buildings
- Roads Program
- Footpaths
- Culverts and Drains
- Waste, Recycling and Transfer Stations
- Environmental Health
- Statutory Planning, Municipal Building Services
- Emergency Management and Fire Prevention
- Animals and By-Laws
- Roadside Pests & Weeds Program
- Parks & gardens
- Aerodrome
- Quarries
- Contracts and Procurement
- Seasonal Pools



Robyn Evans joined the team at West Wimmera in August 2012. Prior, she had worked in sustainability and relationship development roles for various organisations including VicTrack, RMIT, Swinburne and local governments. Robyn has qualifications in management and business.

Robyn enjoys exploring the amazing natural environment of the Wimmera and Little Desert, but doesn't get as much time to do this as she intends due to the continuous offerings of tempting weekend community events around the Shire.

Robyn's two adult sons visit occasionally for the rock climbing and cycling but neither have yet made it past the Apsley pub on the ride to the South Australian border.



Corporate and Community Services

West Wimmera Shire Council achieved great results in the Corporate and Community Services area in 2015-16.

I thank Corporate and Community Services team for their great contribution to achieving great success.

Financial Services

Council continues to maintain strong financial discipline. Due to the pre-payment of Victorian Grant Commission's grants for 2015-16 Council's operating deficit was estimated at \$1.9 million, however with increase in the number of discretionary grants the deficit was limited to \$489,228. Victorian Government implemented rate capping for 2016-17 financial year. Council did not seek any variation to rate capping due to tough seasonal conditions. However based on the long term projections from financial modelling, Council will explore the opportunities to seek minor variation to rate capping in the coming years.

In 2015-16 there were budget efficiencies gained by providing financial education to service delivery managers and this initiative will continue in the future. Implementation of BIS system allowed all service delivery managers to constantly monitor their service delivery budgets with the actual expenditure spent. In 2015-16 Council's financial reporting was improved to provide updated financial information to Council on quarterly basis.

Customer Service

Council's customer service team was ranked very highly in the customer satisfaction survey. West Wimmera Shire Council is one of the highest rated customer service providers among Victorian Local Government. West Wimmera Shire Council also provides services on behalf of VicRoads and Centrelink. Council provides a community bus, which is managed through our Customer Service area. The customer satisfaction survey results are a testimony to all staff for our attitude and service delivery in the customer service area. In spite of resources shortages both the Edenhope and Kaniva customer service teams deliver high-quality customer service every day.

Council's customer service team also supports cemetery operations across Edenhope, Goroke and Kaniva & Lillimur cemeteries. In 2015-16 Edenhope cemetery's lawn section was extended to meet future demands.



Early Years Services including Maternal and Child Health Services

Maternal and Child Health Services continue to meet the targets in providing consultation in key ages and stages. West Wimmera continues to achieve 100% results in immunisation. In 2015-16 Council also participated in the Let's Read Program to encourage parents to read to their children.

Council welcomed Tracey Bone as Coordinator Early Years for 12 months. Council continues to provide quality kindergarten services with the help of parent advisory committees. In 2015-16 Council had an assessment at the Kaniva Kindergarten under National Quality Framework and excelled in many aspects of the assessment. The assessment identified few gaps in the policy area, which have been rectified to further strengthen our service delivery.

In 2015-16 Council undertook a review of services in the Early Years area. This review strengthens Council's commitment to deliver a quality early years service whilst balancing financial constraints.

Home and Community Services

Council is participating in the Wimmera Southern Mallee Health Alliance to meet the challenges of Home Care Services transition to Federal Government. This alliance is formed with the representatives of all Health Care providers and councils across the Wimmera Southern Mallee region and supported by Victorian Department of Health and Human Services.

Council undertook a service review of Home and Community Services in 2015-16. This review outlined the importance of the service and reinforced Council's support to the service.

In 2015-16 Council commenced a new social support service to support clients with hydrotherapy. This services was piloted in Edenhope and will be extended to other location subject to the need for the service.



Chelsea Tink Photography

Major Projects

Council received \$495,000 from Victorian Government for the Kaniva Community Hub project and \$100,000 for the Apsley Recreation Reserve project.

Council was also successful in securing \$1.5 million drought funding to support projects across Goroke, Kaniva, Edenhope, Harrow and Lake Charlegrark. Council thanks the support from the Federal Member to provide a successful outcomes for Council's advocacy in the drought support area.

The grants achieved through the drought assistance will be leveraged with community contributions of both cash and in-kind and communities will be able to achieve projects to support community strengthening and wellbeing.



Chelsea Tink Photography

Youth Services and Community Support

Council continued the Youth Art at Lake Charlegrark Festival in 2015-16, which was well received by community members. Council also continues to run Freeza events to support young people. In 2015-16 Council also initiated a regional group of all Youth Officers to meet periodically and share practices. Council welcomed Mel Jordan as Youth Officer late in 2015-16.

In 2015-16 major parts of West Wimmera Shire were effected by drought. Both State and Federal Governments responded quickly and worked with Council to assist communities that are effected by drought. Council, through the Community Support Officer, supported various community events. Council also helped connect people with the services like Rural and Remote Engagement (RARE) program. Council thanks Wimmera Uniting Care, Department of Health and Human Services at both State and Federal Government, Regional Development Victoria for their continued support to assist communities.

Council supported the regional initiative of providing Mental Health First Aid with two resources undertaking the "train the trainer program" . This is a vital service required for small rural areas. The two local trainers have already delivered two Mental Health First Aid trainings in 2015-16.

Council also strengthened volunteer management in 2015-16. The Community Support Officer undertook volunteer management and supported volunteer run programs by adding more volunteers and provided basic training and support needed.

Overall, it has been an extremely successful year for Corporate and Community Services team. I thank all my team for their excellent performance.

Venkat Peteti - General Manager Corporate and Community Services



Kaniva Community Hub

Community, social and sporting organisations from Kaniva and District participated in a series of Social Infrastructure Studies commencing in 2014, leading to the adoption of the “Kaniva and Surrounds Social Infrastructure Strategy” by West Wimmera Shire Council. One of the priority projects identified by the study was the construction of a community facility and upgrade of the power and water supplies at the Kaniva Recreation Reserve. The project quickly gathered momentum, with significant financial contributions pledged by all user groups of the Recreation Reserve.

In light of the dry seasonal conditions, particularly in the north of the Shire, the State Government invited Council to submit an expression of interest to the Regional Jobs and Infrastructure Fund for the construction of a multi-functional community facility at the Kaniva Recreation Reserve.

The Andrews Labour Government has fast-tracked funding from its Regional Jobs and Infrastructure Fund to help Victoria’s drought-affected communities. On 20 January 2016, Minister Jaala Pulford announced a \$495,000 grant to West Wimmera Shire Council towards the Kaniva Community Hub project. The total project is estimated to cost \$815,400.

The Kaniva Community Hub project at the Kaniva Recreation Reserve includes the construction of a new structure to replace the existing clubrooms with a larger function room, office, flexible meeting space and commercial kitchen. To future-proof for predicted usage, upgrades to the power and water supply to the Reserve are included in the project.

The project cost is comprised of the following contributions:

- State Government Regional Jobs and Infrastructure Fund – \$495,000
- Kaniva Leeor United Football Club – \$100,000
- West Wimmera Shire Council – \$50,000
- Kaniva Hockey Club – \$10,000
- Kaniva Leeor United Netball Club – \$10,000
- Kaniva A & P Society – \$1,000
- Fundraising and Philanthropic contributions – \$99,000
- In-kind and non-financial support - \$50,400

Kaniva Recreation Reserve is a hub of social connectivity in the Community, being home to four strong sporting clubs, and used regularly for functions.

The existing building is a small, outdated structure and struggles to meet the demands of its regular use. The power and water supplies to the Recreation Reserve are insufficient to



satisfy the current requirements and is restricting potential improvements to the Reserve.

Upgrading the power supply to three-phase power will guarantee the current and future power needs of the Reserve. It will allow large Community functions to proceed without the concern of the power supply not coping with demand. It will allow user groups to pursue lighting upgrades for their facilities to enable night events, training and competitions to proceed safely, increasing the flexibility of the Reserve.

Upgrading the water supply to the Reserve will enable a more efficient and cost effective watering of the existing playing surfaces and will allow additional playing surfaces to be constructed.

The new Hub will be a multi-function space for regular meetings of existing user groups and will potentially become a new home for other organisations.

The construction of the Kaniva Community Hub will provide a quality Community facility that will enhance the morale of the Community. The investment will help retain the local population by increasing the liveability of Kaniva with a vastly improved Kaniva Recreation Reserve precinct.

Universal access will be a key inclusion in the new structure, and this will provide greater accessibility to people of all abilities and age groups. The communities of Kaniva and surrounding districts will value this project as an economic and social boost to the area.

Planning is well underway for the project while allowing for the winter sport season to proceed without interruption. Construction of the building will commence after the Kaniva A & P Society's Annual Show in October. The project is expected to be completed in April 2017.



Youth Art @ Charlegrark 2016

It was a cool wet start to Youth Art @ Charlegrark for 2016 the wettest start to Youth Art in the four years it has been running and some would say that is a blessing!!

Despite the cool start to the day there was a great roll up of runners to take part in Paint the Lake. This is a great event and sets the tone for a fun day. The winners of the best dressed went to Prudence Munn and Tiarnee Dyer who arrived in their togas. Just as the runners took off the sun began to shine and the runners were entertained by DJ Will pumping out the tunes across the Lake.



Tyler Hayden from Goroke College was the master of ceremonies and did a marvellous job. The crowd was entertained by some very talented local young people, who really enjoyed the opportunity to perform in front of an appreciative audience. Kaniva Can Move Dance Troupe danced up an entertaining storm and Diamond Duo, two highly skilled young people, entertained the crowd with a highly polished, humorous performance, showing off their amazing circus skills.

There was an opportunity to take part in a circus skills workshop hosted by Diamond Duo. There were many laughs as young people attempted to juggle and hoola hoop.

Richard Lavender led two street art workshops which were very popular with all ages. He showed budding and established artists how to work with the paint effectively, creating some interesting works.

The art on display in Crabtree Hall was appreciated by the public. This year Youth Art was lucky enough to host Gail Harradine from the Wurega Aboriginal Corporation. Gail organised workshops to make possum skin bracelets and bush toys. Aunty Nancy opened the day with a Welcome to Country and there was also a variety of artists working on their art for people to observe and ask questions. Lillieth Guise, a student from Kaniva College, was the artist in residence for this year. Kaniva, Edenhope and Goroke Colleges contributed an array of art works which were admired by the public.

There was a variety of activities for people of all ages to experience. The Dragon Boat Club from Bordertown organised a come and try day at the Lake, while others chose to battle it out in the blow up boxing ring or the gladiator, others chose the giant slide. Wimmera



Photos courtesy Chelsea Tink Photography

Uniting Care's community bus was in attendance encouraging the young people to write down what they would like to achieve in their future and what they want for their communities.

The West Wimmera Shire Council would sincerely like to thank everyone that assisted with organisation, participated and attended to make the day the success it was. It was a great effort!

Early Years

West Wimmera Shire Council delivers both three and four-year-old educational Kindergarten programs which are available at three sites across the Shire for children prior to school entry.

Kindergarten programs are play based educational programs, planned and delivered by qualified early childhood teachers and supported by qualified educators.

Kindergarten services are managed and led by a qualified and experienced Early Years Coordinator, ensuring compliance with Department of Education and Children's Services regulations.

Kindergarten programs are based on the Victorian Early Years Learning and Development Framework that include five development outcomes.

Outcome 1: Children have a strong sense of identity

Outcome 2: Children are connected with and contribute to their world

Outcome 3: Children have a strong sense of wellbeing

Outcome 4: Children are confident and involved learners

Outcome 5: Children are effective communicators

Kindergarten also provides families with access to:

- Support and assistance for children with special needs
- Resources and links to community services

Kindergartens adhere to inclusive, collaborative and reflective practices including principles of universal access to early childhood education and encourage a sense of being, belonging and becoming.

All Kindergartens in the West Wimmera Shire currently run on the long day model.

Kindergarten Location, Contact and Session Times

Location	Address	Phone	Session Times
Goroke Kindergarten	9 Compston St, Goroke VIC 3412	(03) 5386 1113	8.30am – 4.00pm
Edenhope Kindergarten	52 Langford St, Edenhope VIC 3318	(03) 5585 1571	8.30am – 4.00pm
Kaniva Kindergarten	25 Baker St, Kaniva VIC 3419	(03) 5392 2671	8.30am – 4.00pm

Kindergartens

Outcome 5: Children are effective communicators

This year all Kindergartens were fortunate to be successful in IT grants from the Kindergarten IT program. Laptops and cameras were purchased for the children to learn from.



Groke Kindergarten children learning through new IT equipment

Outcome 3: Children have a strong sense of wellbeing



Edenhope Kindergarten lining up after walking to an excursion to the Council office

Outcome 2: Children are connected with and contribute to their world



Kaniva Kindergarten children are involved in learning about animals. They have two pet budgies the children take turns looking after at home on the weekends and involved in the process of hatching chickens.



Outcome 4: Children are confident and involved learners



Edenhope Kindergarten children are involved in planting seeds

Enrolments 2016	4 year old	3 year old
Edenhope	17	7
Goroke	8	0
Kaniva	12	6

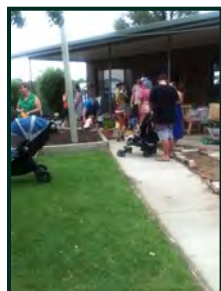
West Wimmera Shire also provide support to early years programs such as Playgroup and the Let's Read Program.

Playgroup

Outcome 1: Children have a strong sense of identity



Kaniva playgroup children enjoy decorating biscuits for Mother's Day and annual Easter egg hunt fun



The Pop-Up Play Day at Goroke held on the 9th March was a huge success. It brought many groups together. The VCAL students catered for the group. Many of the Kindergarten families attended as their children were in a session of Kindergarten. The event attracted 15 young parents and carers from the area whom have young children and babies.

Maternal and Child Health



Births to our region remain stable at the 35 mark, of which a third were born in South Australia before returning to us, and just over 40% of the total number were first time mothers.

This year has seen the introduction of a new data collection system for all Maternal and Child Health clients, Child Development Information System (CDIS) . It is a web-based system and has been live since September 2015 and once all the glitches are ironed out we are told it will make connected healthcare from birth through to aged care a reality- but early days yet. It is going to be used within every council of Victoria so we will all be operating under the same system instead of the three options that used to co-exist.

Immunisation rates remain as high as always with many clients new to our area taking the opportunity to get forgotten vaccinations up-to-date since the introduction of the Federal Governments 'No Jab- No Pay' policy. Most parents have simply forgotten to follow up on vaccinations and a friendly reminder from Centrelink sees them seeking our immunisation program.

This year has also seen the introduction of the recording of school vaccinations on the Australian Childhood Vaccination Register. This has been something that nurse immunisers have long campaigned for as we can see the value the register has been for the pre-school children, why not put their school ones there too, to making it easier for parents to locate evidence when it is required for university enrolment or employment.

The Shire continues to support the many professional development hours that I am mandated to attend to hold my APHRA nursing registration. This has included conferences in Horsham, Murtoa, Ararat and Melbourne. Thankfully most can be accommodated with little interruption to the regular Maternal and Child Health office hours.

I remain indebted to the tireless work that Nan Wilson provides when in my chair when I am on leave. Her loyalty and dedication to the Shire is admirable considering she must travel from Adelaide. Desiree Williams is also to be recognised for her assistance and good humour when we do the school vaccination program. Having both these ladies to call on is most reassuring.

Monica Feder - Maternal and Child Health Nurse



Kristy Tink Photography



Economic Development

Advocacy

Local government have limited legislative ability to create substantial or sustainable change in many areas that affect their residents on their own. Therefore, working in partnership across the municipality and the region is a fundamental vital role of council; advocating, informing and partnering with national, state, regional and local sectors to meet the needs of our community.

- **Drought Communities Program**

Council received \$1.5m funding under the Commonwealth Drought Communities Program. Following strong advocacy by council, Member for Mallee Andrew Broad announced in May 2016 that the funding would be made available to West Wimmera. The Drought Communities Programme aims to deliver benefits in targeted drought affected regions of Australia. The funding is for projects that stimulate local community spending, use local resources, businesses and suppliers, and/or provide a long-lasting benefit to communities and the agricultural industries on which they depend. Council has nominated a list of community infrastructure priorities for the funding. The proposed projects include:

- Power and amenity upgrades at the popular Lake Charlegrark.
- Facility improvements at the Harrow Recreation Reserve.
- Improve play space facilities in Goroke and enhance the link to the Little Desert National Park.
- Kaniva Hall restoration.
- Redevelopment of the Edenhope Mechanics Hall (Edenhope Cultural and Community Hub).

- **NBN Kaniva**

Following the announcement in October 2015 that Kaniva would not receive a fixed fibre service, Council has been a strong advocate to the Federal Government and NBN Co to reverse the decision. Kaniva is a practical site for a fixed fibre service; the service is currently available in the neighbouring town to the West (Bordertown, SA) and is scheduled to be available in the neighbouring town to the East (Nhill, VIC). Kaniva is situated directly on the Western Highway, on the main optic fibre trunk. With a population of over 1000, Kaniva would seem an obvious location for the installation of the fibre network.

Our need as a shire is based on the exceptional combination of social, economic and environmental challenges we face and the significant opportunity that consistent and accessible high speed broadband presents to address challenges and maintain a reasonable quality of life for residents of Kaniva.



Consistent and reliable telecommunications infrastructure is integral to the growth of industry in Kaniva. Agriculture is the lifeblood of the area, an industry now reliant on quality telecommunications infrastructure.

Supporting high speed broadband is strongly embedded as a priority in our local and regional strategies, which specifically target economic diversity and the strengthening of education, health, tourism and agriculture. Council is fully committed to support and facilitate the work of NBN Co. in providing access to high speed broadband in this shire. As a partnership we will work cooperatively with NBN Co. to provide information, facilities and services to help in the design and construction of the network in the area and we continue to urge NBN Co and the Federal Government's consideration of Kaniva as an essential case for fixed fibre service of the network.

- **Recognition of rural and remote local government areas**

Council submitted a motion to the 2016 National General Assembly of Local Government (June 2016), in regards to the Federal Government's usage of the Australian Bureau of Statistics dataset of the Remoteness Areas Index. This dataset is used by the Federal Government to determine eligibility for various Federal Government initiatives, including funding programmes such as the National Stronger Regions Fund. West Wimmera Shire Council has identified problems with the methodology which results in disadvantage for some councils.

Council was pleased to see a commitment from the Coalition Government in June 2016, promising to refocus the National Stronger Regions Fund to ensure smaller councils in rural areas have a fair representation. The NSRF will be renamed the Building Better Communities Fund and is aimed at creating jobs and driving economic growth in regional areas through investment.



Small Business Support

Council is committed to encouraging a more dynamic start up ecosystem and facilitating an environment conducive to business growth. Through the provision and facilitation of support to small business, council is contributing to the development of an entrepreneurial culture and accelerating economic development in the region.

- **Streetscape Scheme**

Council's Economic Development Unit trialed a streetscape scheme program in early 2016, aimed at encouraging building owners and business operators to upgrade the appearance of buildings' facades within the main street localities of West Wimmera and to improve accessibility to premises. The purpose of the program is to beautify the region's local shopping precinct by improving the streetscape and ensuring universal access. Through providing financial assistance the program has developed stronger partnerships between council and building owners and business operators. The program closed in April and six applications were received. Feedback on the program has been positive.

- **Business Workshops and Events**

The Business Start-up Workshop (July 2015) provided common sense advice to local businesses and people intending to start up a new business. It was facilitated by leading Business Performance Specialist, Peter Fitzgerald, from Horsham. The session covered advice on building your business and creating a world-class enterprise.

In June 2016, council partnered with Skill Invest to deliver two business breakfasts across the shire. These breakfasts gave small business operators the opportunity to connect with Council and Skill Invest, to discuss their current and future needs around employment and skilling.

Throughout the year, council partnered with the Kaniva Link Neighbourhood House, with a view to coordinate skilling opportunities and where possible, subsidise training costs. An example of this was the Barista Workshop, where the neighbourhood house organised and hosted training for employees in the hospitality industry and council subsidised costs associated with the training.

- **Biz West**

Council has developed its first economic development and investment newsletter, via an electronic platform. Biz West delivers relevant business updates and information to West Wimmera businesses. It also includes investment information for interested parties. The electronic newsletter is delivered bi-monthly and subscriptions are managed by visiting council's website.

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Annual Business Survey

Council's Economic Development Unit developed an annual business survey. The survey will be one of Council's key tools to help measure business confidence, identify barriers and opportunities for local businesses and develop strategies to address those issues. The annual survey contains questions about business operations, skills and training, marketing and promotion and industry development.

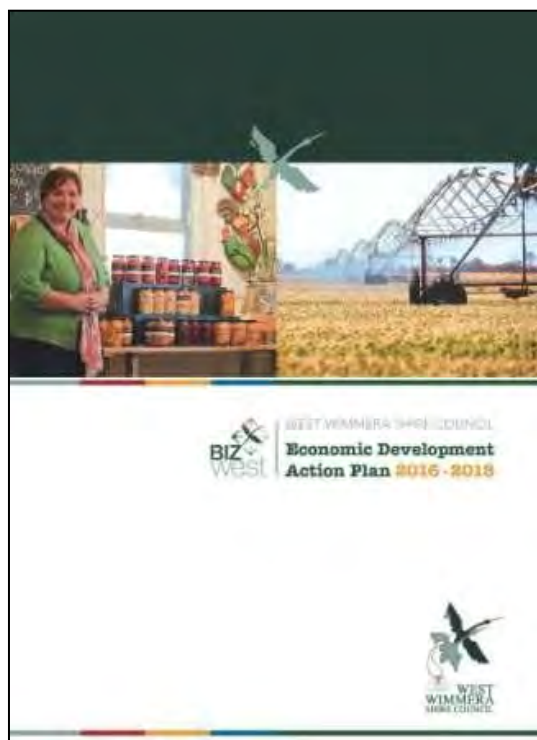
The data is compiled into a report each year (available through council's website), which provides a wealth of information to help council deliver the most appropriate development and growth for the region, as well as identify key challenges and opportunities facing local business.

Economic Development

- **Economic Development Action Plan**

The West Wimmera Economic Development Action Plan is a derivative of the West Wimmera Shire Council Economic Development Strategy "Target 10,000". The strategy is a comprehensive document that recognises the importance of a resilient and robust economy. The following initiatives have been defined from the strategy and provide the overarching premise for the action plan:

- Nurture the start-up and growth of locally owned businesses
- Maximise cost-effective self-reliance through import substitution, while expanding exports from local businesses
- Identify, celebrate and spread models of triple-bottom line (people, planet, profit) success in local businesses
- Accomplish as many of these initiatives as possible through private investment.



The Economic Development Action Plan provides a fresh, confident and targeted direction for West Wimmera. This is evident in the shire's principal goal for economic development:

- To create an entrepreneurial ecosystem that benefits the entire local business community.

The Plan was adopted by Council in June 2016.

Project Management

- **Kaniva Cultural and Tourism Precinct**

The project will see the redevelopment of the current wetlands and fauna park on the Western Highway, Kaniva into a cultural and tourism precinct.

The new centre will include wetland enhancement, visitor amenities including a nature-based, all-access play space and a flying fox, parrot flight area and a native forest fruits orchard.

The community of Kaniva are behind the project and a range of organisations have lent their support in terms of financial, in-kind, usage and advocacy.

West Wimmera Shire are the Committee of Management for the parcel of land that will be used for the Precinct so all funding and investment will be for construction purposes.

The project cost is \$1.215m which will comprise of contributions from various stakeholders.



The primary drivers of this important project include:

- To facilitate economic development by offering a strategic, cost-effective and long term infrastructure solution to key cultural and community assets in the region which are currently constrained in terms of capacity and accessibility
- To facilitate economic growth and development in the local region by investing in quality cultural and tourism infrastructure so that the region is transformed into a relevant and competitive participant in the tourism market

- To encourage new, repeat and extended visitation from within and beyond the region by providing a destination for motorists incorporating visitor information, recreational and cultural spaces, physical connection to the local environmental and public amenities.
- To address disadvantage through expansion of existing community and social enterprises, including through a flow on effect of increased visitation to the region, improving mental health and wellbeing in residents and visitors.
- To create an aged and disability friendly experience that addressed the disadvantaged faced by this demographic and their families, including volunteer opportunities to transition to active retirement.
- West Wimmera has one of the lowest population growth forecasts for the whole of Victoria with the population expected to decline by 700 residents or a decline of 16.3% 2011-31. Therefore investment in critical community infrastructure would contribute to population attraction and retention and may act as a catalyst for private and other investment.

- **Edenhope Cultural and Community Hub**

The project will see the redevelopment of the current Mechanics Institute Hall at 76 Elizabeth Street, Edenhope into a new multi-user community hub. The new centre will have the ability to cater for a library, tourism promotion area and civic functions. It will include community function space, meetings rooms and facilities for outreach and visiting services organisations.

The community of Edenhope are behind the project and a range of organisations have lent their support in terms of financial, in-kind, usage and advocacy.

West Wimmera Shire own the parcel of land that will be used for the Hub so all funding and investment will be for construction purposes.

The build cost is approximately \$1.8-2.0 m which will comprise of contributions from various stakeholders.

The primary drivers of this important project include:

- The age and condition of existing facilities and the cost of multiple upkeep, maintenance and management by a range of organisations
- Lack of appropriate community facilities to support community participation, wellbeing and access to services and support
- Provision of additional health and community services for an ageing population
- Lack of promotional/ tourism space to support destination marketing and dispersal
- Lack of facilities to encourage business growth, innovation and entrepreneurialism such as access to technology
- Provide facilities and activities for community members many of whom are elderly and live in single households (50% of total household). 2011 Census shows that 35% of the population are aged over 65 years



- **Lake Charlegrark Precinct Development**

The project will see major infrastructure improvements of the facilities at Lake Charlegrark, enhancing the visitor experience to the area.

The improvements will include construction of an all-abilities amenities block, installation of three phase power and upgrades to visitor infrastructure such as barbeques and seating.

The entire community of West Wimmera are supportive of this project; the Lake's centralised position within the shire creates an amiable meeting point for residents from within and around the region, as well as domestic and international visitors.

This support is underpinned by a myriad of organisations, who have agreed to various levels of co-contribution (financial, in-kind, usage and advocacy).

Lake Charlegrark Recreation Reserve Committee are the Committee of Management for the lake and land that will be used for the precinct development - all funding and investment will be for construction purposes.

The project cost is \$0.789m which will comprise of contributions from various stakeholders.

The primary drivers of this important project include:

- To facilitate economic development by offering a strategic, cost-effective and long term infrastructure solution to key cultural and community assets in the region which are currently constrained in terms of capacity and accessibility
- To facilitate economic growth and development in the local region by investing in quality tourism infrastructure so that the region is transformed into a relevant and competitive participant in the tourism market
- To encourage new, repeat and extended visitation from within and beyond the region by providing a destination for motorists incorporating visitor information and recreational spaces, physical connection to the local environmental and public amenities.
- To address disadvantage through expansion of existing community and social enterprises, including through a flow on effect of increased visitation to the region, improving mental health and wellbeing in residents and visitors.
- To create an aged and disability friendly experience that addresses the disadvantaged faced by this demographic and their families, including volunteer opportunities to transition to active retirement.
- To empower community participation and grassroots leadership that is based on shared meaning, measurable impact, social capacity and self-determination.
- Lake Charlegrark attracts over 15,000 visitors annually. It is expected that investment in this project will significantly increase annual visitation (by up to 40 per cent), increase attendees to the Country Music Marathon (up to 30 per cent) and improve the visitor experience. The combined direct effect of this growth will increase the Gross Regional Product by at least \$0.850m.



Tourism

Council has renewed its focus on tourism this year, as supported by the Economic Development Action Plan. Strategy two highlights strengthening the tourism industry and destination appeal of the shire as a critical factor in diversifying the local economy. Tourism and events are an untapped opportunity for West Wimmera.

Tourism branding has been refreshed, with attention on 'Discovering the routes of the West'. The brand will also support council's endeavours in attracting new events to the area.

Other activities in which council has supported tourism this year include:

- Partnering with the Kaniva and District Progress Association to run a Tourism/ Business Family across the Shire and neighbouring areas. The Family took business owners/ operators from Kaniva on a tour through parts of the West Wimmera Shire and Tatiara Council and showcased positive examples of businesses that capture the tourism market, with the aim to encourage local businesses to develop their offerings.
- Hosting 150 visitors in February from Melbourne, who were passengers on board the Leap Year Historic Train Journey. Passengers enjoyed a delicious lunch at the Commercial Hotel. Main Street businesses kept their doors open for the afternoon and the community bus transported those interested to the Kaniva Museum.
- Undertaking a tourism signage and infrastructure audit across the state, to determine future needs.
- Designing new townships brochures and shire-wide tear-off maps.
- Working with the visitor information centres to obtain visitor data.
- Working with the regional tourism body, Wimmera Mallee Tourism, including attendance at the Melbourne and Adelaide caravan and camping shows and participation filming a feature for Travel Oz.



Corporate Communications

Council aims to communicate with its residents in an efficient, effective and responsive manner. In order to meet this goal, a number of changes have occurred this year to improve Council's corporate communications.

- **WWSC New Corporate Website**

Council was thrilled to release its new look website this year, redesigned to be simpler and quicker for residents and visitors to use. It will also provide a more informative platform for users to access the myriad of information sourced from Local Governments.

The redesign follows research into what gaps there were on the previous site, and of what people want to do when they visit council's site, ensuring that users will be able to find what they are looking for within a few clicks. The new site has been built using responsive technology to recognise which type of device visitors are using and adjust accordingly. The new site has been designed to incorporate accessibility standards, ensuring that all residents can use it. It also streamlines incoming customer requests and other enquiries, ensuring prompt responses to residents.

- **West Wimmera Wire**

During 2014-15, council trialed a hard copy newsletter, distributed to residents quarterly. This year, council further improved its communications by taking the newsletter online and publishing it on a monthly basis. The newsletter means that council can distribute accurate and extensive information on its activities. The new format of the newsletter has been welcomed by residents.

Community Strengthening Grants

Council's Community Strengthening Grants program is designed to promote and increase participation of local residents in community initiatives, to build and strengthen local networks and partnerships and to support community leadership, learning and skill development.

Council will provide financial assistance to community groups and organisations to support the provision of programs, activities and services which respond to identified community needs, contribute to the building of a stronger community, develop innovative approaches and local social issues and are in accordance with Council's strategic objectives.



A total of \$37,499.50 was granted to the community in 2015-16 for the following projects:

Community Projects		
APPLICANT	PROJECT	COUNCIL CONTRIBUTION
Kaniva Museum & Historical Collections Committee	Extension of machinery shed to better protect historical items on display	\$5,100.00
Kaniva Link Neighbourhood House	Tale from Kaniva – to record the history of older residents and publish a book	\$2,500.00
Mageppa Soldier Settlement Memorial Committee	Erect a monument to the World War II Soldiers Settlers on the Mageppa Estate at Poolaijelo Hall	\$700.00
Kaniva Golf Club	Develop a Strategic Plan	\$450.00
Edenhope Lions Club	Community garden	\$3,000.00

Community Events		
APPLICANT	PROJECT	COUNCIL CONTRIBUTION
1 st Kaniva Guides	Bush Day, Bush Camp and Community Campfire	\$500.00
Apsley Alive Committee	Apsley Alive event – 26 & 27 September 2015	\$800.00
Edenhope Adult Riding Club	Horses in Action – Edenhope Show	\$565.00

Community Upgrades and Equipment Purchases		
APPLICANT	PROJECT	COUNCIL CONTRIBUTION
Apsley Alligators	Purchase learning resources for a 0-6 years learning and play program	\$3,000.00
Harrow Golf Club	Safety and maintenance – carpet upgrade	\$2,500.00
West Wimmera Hockey Club	Grandstand seating	\$2,500.00
Kaniva Scout Group	Maintenance and fencing	\$4,020.00
Kaniva Leeor United Netball Club	Kaniva Leeor United Netball Court Upgrade	\$5,344.50
Kaniva Men's Shed	Purchase of computer & printer	\$520.00
Edenhope Men's Shed	Purchase new equipment – band saw and compressor	\$1,000.00
Lawloit Fire Brigade	Contribution to Ultra Lite Tanker	\$5,000.00

Icons of Edenhope – Official Opening

Friday 13th November 2015, the Icons of Edenhope murals were officially unveiled by the Mayor of the West Wimmera Shire Council, Ms Annette Jones. The Icons of Edenhope project was initiated through connecting with the community to revitalise the main retail centre of Edenhope and to attract visitors.

In June 2015, West Wimmera Shire Council was successful in receiving funding through a Vic Arts Grant to undertake the Icons of Edenhope project, which encourages community pride by showcasing images that are iconic to the heritage and history of Edenhope.

This project involves the design of five panels of unique murals, to be erected on the walls of the Edenhope Bendigo Bank which is visible from the Main Street. The walls lend themselves to a unique purpose, which has been captured through artwork and will catch the eye of every passer-by.

Artist Geoffrey Carran was engaged for the project which involved consulting with the community on ideas for artwork to be located in a central point within the Main Street. The artist took these ideas and inspiration from the heritage and environment of the area, to paint five individual vibrant panels. This project will create a sense of purpose and inspire the community to embrace and promote the areas' legacy.

As part of the project unveiling, Mr Carran provided a two hour drawing workshop free to the community of West Wimmera. This easy and fun workshop was for anybody who is interested in drawing or wants to give it a go. Whether you are a talented drawer or have never picked up a pencil, you will enjoy the session. The workshop breaks down various elements of drawing into a series of fun games to help loosen up your hand-eye co-ordination.

The project has, and will continue to, contribute to the quality of the local arts community by providing a display which depicts Edenhope as an artistic hub. It has also highlighted the valued contribution that Arts Victoria makes, in encouraging communities to work more closely to achieve social and economic benefits through the arts.





Infrastructure, Development and Works

The IDW portfolio has continued to deliver on infrastructure and regulatory services; punching well above its weight. 2015/16 saw the service reviews of a number of key services, including waste, emergency management, environmental health, planning and municipal building services. Strategies were put in place to respond to increased State expectations including “behind the scenes” actions such as a new asset system and the development of a regional waste and resource recovery plan. Some backlogs of critical work were cleared including essential safety measures audits for Council buildings.

Council undertook a supply chain study to better inform our capital works program for the road network. We benefited from regional partner support as well as much appreciated data and advice from local farmers and producers. The Capital Works program was delivered incorporating unexpected R2R funding from the Federal Government. Other Capital Works grants projects delivered included upgrades to the three swimming pools with the Shire.

Challenges continue with an increasing assets renewal gap along with mandated state requirements in a reducing resource environment. We are blessed with passionate staff, an engaged community and willing regional and local partners to work with those challenges.

I want to thank all the team members of the Infrastructure Development and Works portfolio, including our wonderful outdoors staff, for the great effort they have made on behalf of our community this last year.

Robyn Evans - General Manager Infrastructure, Development and Works



Kristy Tink Photography

Capital Works Program

The 2015/2016 capital works program has now been completed.

It was a busy and successful year with a full program of works consisting of road constructions, road reseals, unsealed road re-sheeting/reconstructions, shoulder re-sheeting, footpath constructions, kerb and channel reconstructions, bridge reconstruction/widening, buildings maintenance/upgrades, drainage improvements and playground maintenance.

Highlights from this year's works program include:

- Reconstruction of sections on South Lillimur Road, Cove Estate Road, Lillimur Yearinga Road and Serviceton South Road
- Curve widening on Minimay Frances Road and Powers Creek Road
- Crest widening on Ozenkadnook-Mortat Road
- Intersection improvements to Goroke-Harrow Road – Nhill Harrow Road Intersection and South Road - Brooks Road Serviceton intersection
- Drainage improvement to Macquarie Street, Edenhope
- Kerb and channel reconstruction to Fry Street, Kaniva
- Bridge reconstruction/widening to Dorodong Road culvert
- Footpath constructions on Main Street, Goroke; Wallace Street and Dundas Street Edenhope and Camp Street Kaniva
- Building works on Kaniva Men's Shed; Windmill Café Kaniva; Henley Park-Lake Wallace Development and signs and Edenhope, Goroke and Kaniva Swimming Pools

Along with the council budget of \$2,030,000, additional funding for these projects was received from several programs including:

- \$3,129,750 Roads to Recovery
- \$100,500 Seasonal Pools
- \$9,305 Boating Safety & Facilities Program
- \$210,000 Putting Locals First Program
- \$106,400 Local Government Infrastructure Fund
- \$25,000 VicRoads



Sealing Cove Estate Rd

Contracts

The Contracts department is responsible for the development, implementation and administration of all contracts undertaken by the Council.

The activities include administration of all contracts and agreements from the preparation of specifications, advertisements, evaluation, awarding of contracts, monitoring of works to the successful completion of the project.

As at the 30th of June, the Council has 36 active contracts covering a diverse and important range of works and services for the West Wimmera Shire Council.

During the year the Council let 4 new contracts for a combination of works and services. The total value of these contracts is \$881,074.

2015/16 Contracts related to Capital Works:

Dorodong Road Bridge Upgrade	\$410,624
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2015/16 Contracts related to Plant and Equipment Purchases:

Supply & Delivery of 4WD Backhoe/Loader	\$123,500
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Supply & Delivery of a Medium Grader	\$256,470
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Once again the largest project in term of dollars was the annual sealing program for local roads. This is part of a three year collaborative contract involving five Wimmera Councils for this work. Locally based sealing contractor, Inroads Pty Ltd of Horsham, won the tender for this work.

Council aims to reseal 15% of the total sealed road network each year to maintain this important asset.

The Council has a contract with AGL Pty Ltd for the supply of electricity to public lighting within Townships throughout the Municipality. This contract will expire on 31 July 2018.

The Council also holds a three year contract with AGL Pty Ltd for the supply of electricity to all of Council's 41 metered sites throughout the Municipality. This contract will expire on 30 June 2016.

Wimmera Mallee Waste from Rainbow holds three waste contracts with the Council: a weekly kerbside garbage collection service, a fortnightly kerbside recycling collection service, and the transfer of waste to the Doon landfill.

Council has entered into a number of contracts with Procurement Australia and the Municipal Association of Victoria, who have negotiated contracts for a range of goods and services for the benefit of all Victorian Councils.



Lighting the Regions

A Lighting the Region’s project to provide better, energy efficient and safer street lighting for nearly 50% of regional Victoria was launched in October 2014 at Hepburn Springs. The project concluded with a celebration at St Arnaud on June 30 2016, where Council was awarded the “Curtain Call Award – Last Light Installed”.

The last light was installed adjacent the Shire Offices in Baker Street Kaniva on 13th October 2015, where Mayor Cr Annette Jones was present to mark this milestone.

16 local governments across north, west and central Victoria formed this important partnership which is the largest street lighting partnership in Australia. The City of Greater Bendigo has been the lead Councils for this project.

Through the Lighting the Regions project almost 23,000 street lights were replaced from the old mercury vapour style street lighting to more energy efficient LED lights.

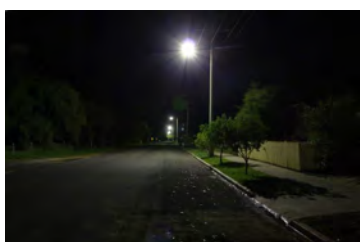
The project will provide regional communities with savings of more than \$57M over 20 years in energy costs.

The total project cost was \$11.6M and included \$5M of funding from the Australian Government and the remainder from participating Councils based on the number of lights replaced.

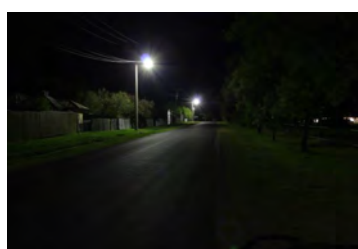
For West Wimmera Shire the total project cost was \$154,525 and Council’s contribution was \$80,422 spread over two financial years, and concluding with a small project refund in the 2015/2016 year.

West Wimmera Shire’s energy costs have already reduced from \$22,321 in 2014/2015 to \$14,190 in 2015/2016. Next year the savings will be greater with a full twelve months of operation with the new lights.

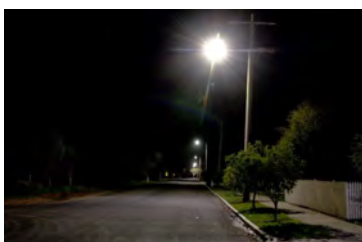
It is expected that the future energy reduction will be approximately 60% which provides a great saving for Council.



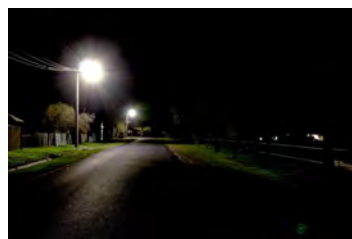
Progress St, Kaniva— old lights 2015



Phillips St, Kaniva— old lights 2015



Progress St, Kaniva— new lights 2016



Phillips St, Kaniva— new lights 2016



Swimming Pools

There are three public swimming pools within West Wimmera Shire Council, situated in the Townships of Kaniva, Edenhope and Goroke. These outdoor pools are all solar heated and are open from the third Saturday in November through to the end of March each year.

Kaniva Pool

This pool is managed under contract by BRAML Enterprises and the value of the contract for 2015/2016 was \$76,500. This contract is due to expire on 30 September 2017.

Total attendance including school usage for 2015/2016 season was 6861.

Edenhope Pool

This pool is managed under contract by JBM Solutions Pty Ltd and the value of the contract for 2015/2016 was \$62,800. This contract is due to expire on 30 September 2017.

Total attendance excluding school usage for 2015/2016 season was 3247.

Goroke Pool

This is managed by the Goroke Pool Committee and the Manager is David Hayden.

The Council makes a financial contribution to the Goroke Pool Committee each year to assist with operational costs. For 2015/2016 this contribution was \$34,910.

Total attendance including school usage for 2015/2016 season was 3523.

Pool Upgrades

The Council has been successful with its Better Pools Funding application for 2015/2016 year and has undertaken upgrade works to the value of \$208,264 at all three pools during the past twelve months.

Major works undertaken were as follows:

Kaniva Swimming Pool:

Disabled toilet

Circulation pump and strainer

Pool blanket

Edenhope Swimming Pool:

Disabled toilet

New chlorination system

Main pool parapet repairs

Goroke Swimming Pool:

Solar power supply for main circulation pump

Plant room doors



Dorodong Road Bridge Upgrade

The Dorodong Road bridge upgrade was one of Councils major capital works projects for 2015/2016, and contractor SMB Civil has just recently completed this works.

SMB Civil is a Mount Gambier based company with a good reputation in the delivery of infrastructure projects across a variety of industry sectors.

This contract was awarded to them at the December 2015 Council meeting and works commenced in January 2016 for a four month contract. SMB Civil has successfully completed the project on time and within budget. Council provided 100% funding for this project.

The works involved the removal of the existing narrow bridge and installation of a multi cell box culvert including guardrail and associated road works. This project will improve road conditions with a widened bridge for both locals and the timber industry within the area.



Planning and Accountability Framework

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

- a council plan within the period of 6 months after each general election or by the next 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.

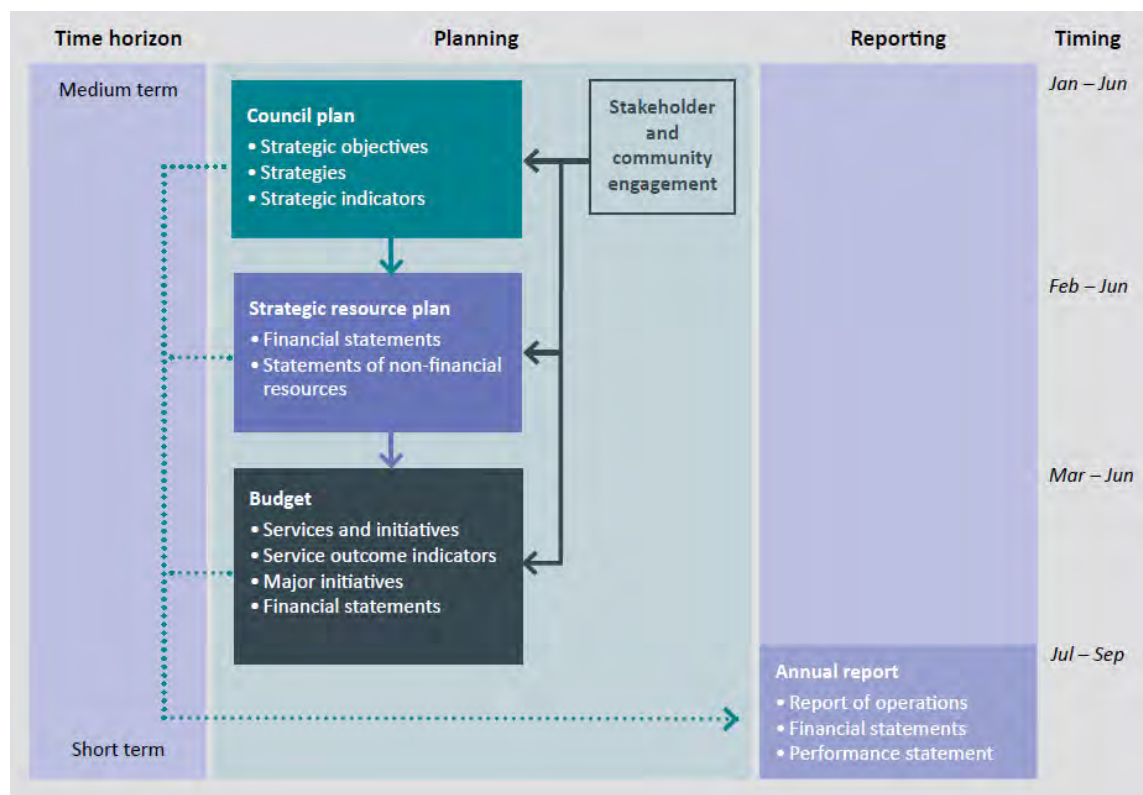


Diagram courtesy of Local Government Victoria, Department of Environment, Land, Water and Planning

Council Plan

The Council Plan 2013-17 includes strategic objectives, 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 strategic objectives as detailed in the Council Plan.

Strategic Objective 1: Increase economic activity through the support of existing businesses and new investment

West Wimmera Shire seeks to

- *Increase employment opportunities*
- *Identify investment opportunities in the municipality*
- *Target employment and training opportunities for young people*
- *Provide support for existing businesses*
- *Support partnerships with other agencies*

Strategic Objective 2: Increased community amenity - protect unique values of our rural communities

West Wimmera Shire seeks to

- *Support local businesses to develop their enterprises*
- *Promote the local environment to attract tourists to extend their stay*
- *Provide an attractive community for local residents*
- *Protect natural amenity within townships*

Strategic Objective 3: Improve communication and community engagement activities of Council

West Wimmera Shire seeks to

- *Promote Council achievements to the local community and to stakeholders*
- *Communicate service levels to the community to build understanding of Council priorities*
- *Improve information about Council activities to the community*
- *Provide opportunities for engagement of Council by the community*
- *Support the significant volunteer contribution to the amenity and services in the community*
- *Support application of ICT within Council and community*



Strategic Objective 4: Increase community confidence in Council Service Levels

West Wimmera Shire seeks to

- *Establish an annual service review process to inform budget allocations*
- *Enable Council to plan/review the viability of Council services*
- *Enable Council to match community expectation by promoting service level information*
- *Enable Council to discuss changes to services with the community and other agencies*
- *Enable Council staff to confidently deliver Council priorities*

Strategic Objective 5: Delivering quality Human Services

West Wimmera Shire seeks to

- *Support services to families*
- *Balance low numbers and delivery costs that may restrict service delivery*
- *Provide community with a statement of intent to identify service levels and enable planning*
- *Appreciate the requirements of an ageing demographic and declining population*
- *Retain older people in the community with appropriate services and facilities*
- *Seamless service delivery across agencies*

Strategic Objective 6: Strengthen the culture and governance of the organisation

West Wimmera Shire seeks to

- *Future proof the viability of Council operations*
- *Provide leadership and advocacy for community priorities*
- *Ensure Council financial sustainability*
- *Work collaboratively with regional networks*
- *Adhere to Codes of Conduct for elected members and staff*



Performance

Council's performance for the 2014-15 year has been reported against each strategic objective to demonstrate how council is performing in achieving the West Wimmera Shire Council Plan 2013- 2017. Performance has been measured as follows:

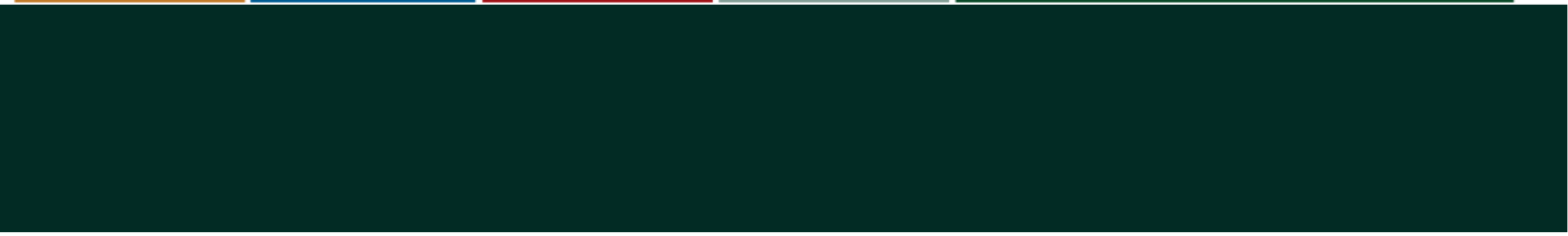
- Results achieved in relation to the strategic indicators in the council plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service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

The following statement reviews the performance of council against the Council Plan including results achieved in relation to the major initiatives identified in the 2015-16 budget.

Strategic Objective 1: Increase economic activity through the support of existing businesses and new investment

To achieve this objective we will continue to implement initiatives identified in Council's Economic Development Strategy "Target 10,000", and Council Tourism Development Strategy. Some of the major initiatives are described below

Initiatives	Progress
<p>1.1 Council will incorporate apprenticeship and trainee positions in the Council workforce. Positions will be incorporated as part of Council workforce planning.</p>	<p>Council has employed an apprentice mechanic and trainee in its HACC administration staff.</p>
<p>1.2 Council will facilitate local business information sessions regarding apprenticeship/traineeship opportunities, to encourage businesses to consider supporting young people in their businesses. Town committees, local businesses, schools, training providers will be engaged in the information sessions.</p>	
<p>1.3 Council will develop an Economic Development Strategy to provide a strategic framework for Council support of business and investment activities. The strategy will enable Council to focus its limited resources and advocacy in a targeted way.</p>	<p>Council has developed and adopted an Economic Development Strategy.</p>

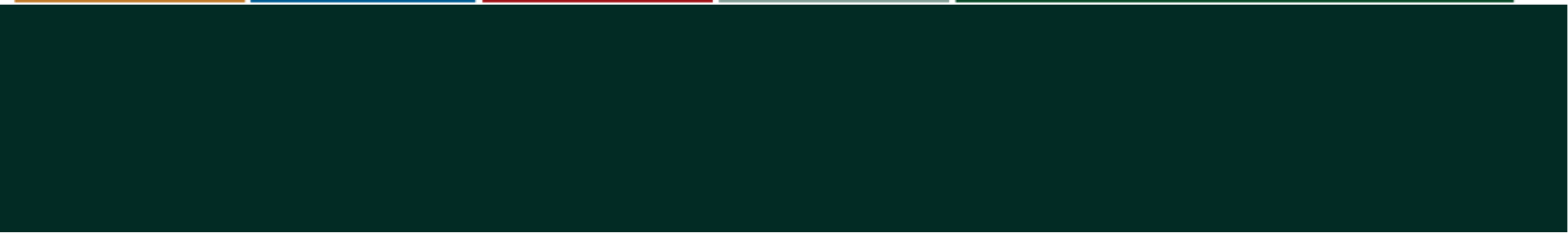


Initiatives	Progress
1.4 Council will update and promote business directory, as a resource for local residents and businesses	Council has compiled a business directory which is available to all residents.
1.5 Council will develop a Business Information Pack, including Council and other agency regulatory information, to assist business compliance, development and planning.	Council has developed a business information pack which is available to all businesses within the municipality.

Strategic Objective 2: Increased community amenity - protect unique values of our rural communities

To achieve this objective Council will continue its planning to identify the priorities in order to enhance community facilities and work in partnership with Community to retain and improve current amenities

Initiatives	Progress
2.1 Council will implement the township amenities plan	The Township Amenities Plan is currently being developed in consultation with our communities, with anticipated completion and implementation during 2016-17
2.2 Council will develop a location Natural Resource Management Policy, including consideration of pest, plant and animals, statutory requirements.	Council has deferred the development of the Natural Resource Management Plan to be included in the 2017-2021 Council Plan.
2.3 Council will strongly advocate for funding for road side pests and weeds	Council was successful in receiving \$86,595 more funding for road side pest and weeds than it had originally budgeted
2.4 Council will work to make more community projects 'shovel ready' for any suitable grant application	Council worked on number of projects to make them Shovel ready including Kaniva Community HUB, Improvements at Lake Charlegrark, Kaniva Tourism Precinct, Kaniva Netball Court improvements. Also commenced work to make projects shovel ready at Harrow Recreation Reserve, Edenhope Community and Cultural HUB and Little Desert Play space at Goroke



Initiatives	Progress
<p>2.5 Council continues to support community projects identified in the Social Infrastructure feasibility study projects</p>	<p>Council worked with communities at Lake Charlegrark, Kaniva to make the projects shovel ready to attract grants and also provided cash contribution. Council continues to work with Edenhope community on the Edenhope Community and Cultural HUB, Goroke community on Little Desert Play Space, and Harrow community on the opportunities at the Recreation Reserve and Glenelg River front.</p>

Strategic Objective 3: Improve communication and community engagement activities of Council

To achieve this objective Council will continue to engage with the community to seek community inputs on key initiatives, inform various Council services and promote Council achievements to the community.

Initiatives	Progress
<p>3.1 Council will adopt a Media and Community Engagement Plan internally. The plan will improve the delivery of Council information to the community and other stakeholders. It will identify internal Council procedures and engagement methods, as well as guide priority engagement activities and processes.</p>	<p>Council has adopted an internal Media and Community Engagement plan which assists Council to engage with media and our community.</p>
<p>3.2 Council will continue to publish a quarterly Council Newsletter, in response to community requests. The newsletter will incorporate Council and community information, and include feedback to Council. The newsletter will also be distributed to key Council stakeholders.</p>	<p>Council is publishing a quarterly newsletter, the West Wimmera Wire, which incorporates Council and community information.</p>
<p>3.3 Council will improve the use of local and regional media to provide community information on Council activities, as well as strategic and emerging issues.</p>	<p>Council welcomes local and regional media to all Council Meetings. Council continues to provide media releases to local and regional media outlets on all emerging matters.</p>
<p>3.4 Council will develop an information pack to support community organisations access to grant funds for community projects. This will include sources of potential funding and advice on developing successful project plans and applications.</p>	<p>The information relating to grants is circulated to relevant community organisations in Council's community data base</p>



Initiatives	Progress
<p>3.5 Council continue to advocate for better information and Communication infrastructure.</p>	<p>Council strongly advocated and was successful in achieving six mobile telecommunication towers. Also, Council is actively advocating to improve the NBN offering to our townships</p>

Strategic Objective 4: Increase community confidence in Council Service Levels

To achieve this objective Council will continue improve responsiveness to the Customer requests. Council will review all its services to improve and rationalise service delivery in-line with available funding.

Initiatives	Progress
<p>4.1 Council will schedule Council service level reviews and establish relevant standards over the four year period of the Council Plan. Reviews will be prioritised according to investment level, source of funds and community feedback. The reviews will inform Council about asset renewal/maintenance scheduling and potential alternate delivery options, enabling the development of Council service level policies. The results of the service reviews will provide the community and other stakeholders with an understanding of Council service levels and decisions.</p> <p>4.2 Council will promote and monitor the Council Customer Requests and Record Management Systems with regular system management reports to the Senior Management Group (SMG).</p>	<p>The service review process is underway, with a number of initial internal workshops undertaken with Council. Many services including Waste Management Services, Municipal Building Services, Strategic Planning Service, HACC Services, MCH Service, Youth Services etc. were reviewed in 2015-16</p> <p>The Customer Requests System is undergoing a review to enhance the quality of the data collected, especially concerning the management of Council assets. Data from the Customer Requests System is being utilised in Council's Performance Statement and the Know Your Council website.</p>



Strategic Objective 5: Delivering Quality Human Services

Council undertook community services re-structure to enable quality kindergarten facilities in 2014-15. Council will continue to run quality kindergarten services using national quality framework, improve the Home and Community Services area by reviewing its service levels.

Initiatives	Progress
<p>5.1 Council will continue to support Kindergarten programs in there locations Edenhope, Kaniva and Goroke and support Wimmera Uniting Care to deliver quality in venue family day care at Edenhope and Childcare and family day care at Kaniva.</p>	<p>Council continues to operate Kindergartens in Edenhope, Kaniva and Goroke. Council supports an in-venue family day care at Edenhope, Family Day care at Kaniva and a Child care at Kaniva run by Wimmera Uniting Care.</p>
<p>5.2 Council will continue to implement actions out of the Municipal Early Years Plan.</p>	<p>Council continues to implement the actions out of the Municipal Early Years Plan. Council achieved 100% results in the Immunisation rates and participates in the Let's Read program to improve literacy levels in children. The Municipal Early Years Plan is currently being reviewed and updated for implementation in 2016-17.</p>
<p>5.3 Council will develop a Volunteering Action Plan in consultation with Volunteering Western Victoria and other community agencies. The plan will include allocation of Council resources to coordinate volunteers for Council run voluntary events. Council values the broad contribution of volunteers and seeks to work with other organisations to support new and existing volunteers in the community.</p>	<p>Council continues to work with Volunteering Western Victoria to support volunteerism in the Shire. Council conducted volunteer recognition events in partnership with Volunteering Western Victoria and attended the Volunteer Management workshop organised by Volunteering Western Victoria to manage Volunteers in the 21st century.</p>
<p>5.5 Council will develop a Rural Access Plan to improve access to all abilities and ages.</p>	<p>The preparation of Rural access plan is in progress and expected to conclude in 2016-17.</p>
<p>5.6 Council will engage with health services and providers for strategic planning purposes. Issues will include volunteer management, infrastructure planning, partnership opportunities, service levels, delivery modes and funding arrangements.</p>	<p>Council is part of Wimmera PCP and engages with the Health Care Providers on regular basis. Council is also part of the alliance to manage the transition of HACC to federal government.</p>

Strategic Objective 6: Strengthen the culture and governance of the organisation

To achieve this objective Council will continue to strengthen its governance and advocacy practices, provide targeted contemporary training and development to staff to serve communities effectively.

Initiatives

6.1 Council will review Council commitment and involvement in stakeholder and regional networks for effectiveness and benefit to West Wimmera Shire Council. Many regional and stakeholder networks provide valuable services, support and advocacy for Council.

6.2 Council will maximise grant funding opportunities that are aligned to the strategic directions established by Council, and ensure that all new recurrent and capital grant funding opportunities are subject to established 'filtering'/ business case justification processes.

6.3 Council will continue to run strong advocacy on the matters impacting its communities.

6.4 Council will ensure Councillors have access to contemporary training and development opportunities.

6.5 Council will establish a 'Future Proofing 'strategy to review asset and infrastructure management, resource utilisation and workforce planning. It will build on the Services Review information to provide informed strategic decision making by Council.

6.6 Council will incorporate relevant emergency management and recovery initiatives and actively work with regional agencies. Initiatives will acknowledge the capacity of Council, the resilience of the community and the expertise of regional agencies.

Progress

Council continues to have strong ties with the regional networks. Council participates in the governance of Wimmera Development Association, Wimmera Regional Libraries Corporation, Wimmera Primary Care partnership. Council supports volunteering Western Victoria, Wimmera Uniting Care , Federation University on matters effecting wider Wimmera community

Council was successful in obtaining various grants due to the internal process and mechanisms in place to screen the grant opportunities. Council has also developed major projects plan that allows Senior Management to review projects in the pipeline

Council continues to run strong advocacy in the areas of funding for road infrastructure, better mobile reception, funding for community infrastructure, support to RARE program and funding for kindergarten services.

Council offers contemporary training opportunities to all Councillors. In 2015-16 Mayor attended the Company Directors Course and various councillors attended seminars and workshops conducted by regional and state organisations.

Council has commenced the implementation of dedicated asset management software which will provide solid data upon which to base future asset management decisions upon.

Council continues to work with Wimmera Emergency Management Cluster to have robust Emergency Management Plans. Council responds to emergencies and support communities in the response, relief and recovery areas of emergencies.

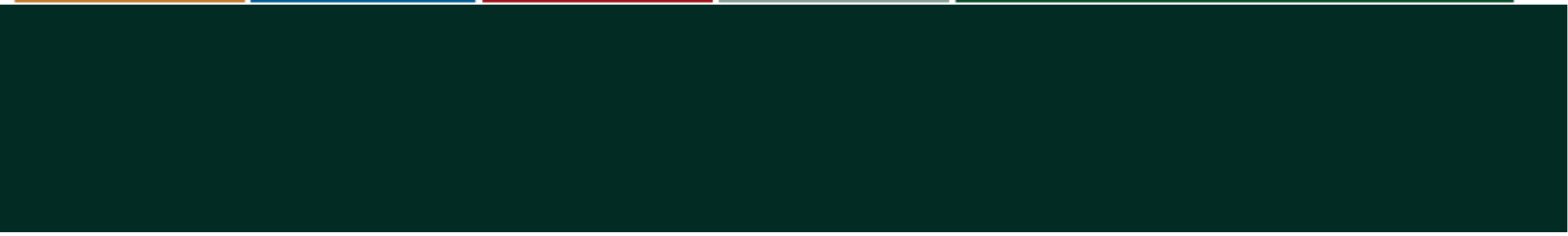
Service Performance Indicators

2014-15 has seen the introduction of the Local Government Performance Reporting Framework. In addition to reporting against actions in the Council Plan, Council is also required by the Local Government (Planning and Reporting) Regulations 2014 to report against a prescribed set of service performance indicators.

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

<i>Service/indicator/measure</i>	Results 2015-16	Results 2014-15	Material Variations
Aquatic Facilities			
<i>Service standard</i>			
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.00	0.67	No inspections undertaken during 2015-16 as it is a voluntary inspection and due to EHO time constraints
<i>Health and Safety</i>			
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	1.00	0.00	
<i>Service Cost</i>			
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$13.11	\$13.16	
<i>Utilisation</i>			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.51	3.45	
Animal Management			
<i>Service standard</i>			
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	77.78%	79.31%	
<i>Service cost</i>			
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$53.45	\$52.76	
<i>Health and safety</i>			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0.00	0.00	Council had no animal management prosecutions

Food Safety			
<i>Service standard</i>			
<i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	91.07%	17.65%	Significant effort by Council Environmental Health Officer into inspections
<i>Service cost</i>			
<i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$1,790.76	\$1,975.70	
<i>Health and safety</i>			
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	0.00%	100.00%	No notifications in 2015/16.
Governance			
<i>Transparency</i>			
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	4.76%	7.14%	
<i>Consultation and engagement</i>			
<i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	55.00	59.00	



Attendance			
<i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	94.44%	92.94%	
Service cost			
<i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$34,087.00	\$30,938.20	
Satisfaction			
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	56.00	58.00	
Home and Community Care (HACC)			
Timeliness			
<i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	1.38	0.00	
Service standard			
<i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	88.89%	88.89%	
Participation			
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	52.53%	40.78%	Number of service referrals from health care providers increasing
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] x100	6.90%	17.39%	Low take up rate with few additions to cover withdrawals of existing participants

Libraries			
<i>Utilisation</i>			
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	1.09	0.97	
<i>Resource standard</i>			
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	45.64%	42.82%	
<i>Service cost</i>			
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$7.45	\$7.76	
<i>Participation</i>			
<i>Active library members</i> [Number of active library members / Municipal population] x100	13.38%	16.37%	
Maternal and Child Health (MCH)			
<i>Satisfaction</i>			
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	137.50%	157.69%	Interstate births participating with no notification.
<i>Service standard</i>			
<i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	95.83%	100.00%	
<i>Participation</i>			
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.04%	88.78%	Distances involved are affecting regular attendance.
<i>Participation</i>			
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	100.00%	66.67%	Due to the very small numbers of Aboriginal children in the municipality, one missed visit has a significant impact on percentage rate of participation in the MCH service.

Roads			
<i>Satisfaction of use</i>			
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	3.02	7.05	
<i>Condition</i>			
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	100.00%	100.00%	
<i>Service cost</i>			
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$36.01	\$32.59	
<i>Service Cost</i>			
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.05	\$5.81	
<i>Satisfaction</i>			
<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]	48.00	49.00	
Statutory Planning			
<i>Timeliness</i>			
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	34.00	35.00	
<i>Service standard</i>			
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	77.14%	96.30%	Small number of permits issued. One complex issue can cause delays which significantly affect the overall ratio.
<i>Service cost</i>			
<i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$4,604.40	\$6,951.68	2014-15 included the use of contract staff to backfill an extended absence.

<i>Decision making</i>			
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0.00%	100.00%	No VCAT appeals during 2015-16
Waste Collection			
<i>Satisfaction</i>			
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	20.71	16.43	
<i>Service standard</i>			
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.62	0.73	Improvement in service from response to requests
<i>Service cost</i>			
<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$99.96	\$108.46	
<i>Service cost</i>			
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$65.05	\$70.39	
<i>Waste diversion</i>			
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	17.99%	17.77%	

Statutory Information

Documents Available for Public Inspection

In accordance with Part 5 of the Local Government (General) Regulations 2004 the following is a list of the 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 the Edenhope Civic Centre, situated at 49 Elizabeth Street, Edenhope, and the Kaniva District Office, situated at 25 Baker Street, Kaniva:

- details of current allowances fixed for the Mayor and Councillors
- details of senior officers' total salary packages for the current financial year and the previous year
- details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months
- names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted
- agendas for and minutes of ordinary and special meetings held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- a list of all special committees established by Council and the purpose for which each committee was established
- a list of all special committees established by the Council which were abolished or ceased to function during the financial year
- minutes of meetings of special committees held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- a register of delegations
- submissions received in accordance with Section 223 of the Act during the previous 12 months
- agreements to establish regional libraries
- details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease
- a register of authorised officers
- a list of donations and grants made by the Council during the financial year
- a list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council
- a list of contracts valued at \$150,000 or more which the Council entered into during the financial year without first engaging in a competitive process.

Disability Action Plan

In accordance with section 38 of the Disability Act 2006, as Council is required to prepare a Disability Action Plan and it must report on the implementation of the Disability Action Plan in its annual report.

During 2015-16 Council has been developing a revised Disability Action Plan. This process has involved consultation and interaction with key stakeholders. The implementation of the new Disability Action Plan will be deferred to the 2016-17 financial year.

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 2013–17 in 18 July 2013.

During 2015-16 Council continued to provide an on-site microchipping service on demand, and has been assisting residents involved in neighbourhood disputes involving domestic animals to have their case mediated via the Dispute Settlement Centre of Victoria.

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 West Wimmera Shire Council website.

Protected Disclosures Act 2012

The Protected Disclosures Act 2012 (the 'PD Act') came into effect on 10 February 2013, replacing the former Whistleblowers Protection Act 2001.

The PD Act aims to encourage the disclosure of improper conduct by public officers and bodies by providing for a framework to allow for these disclosures to be received and investigated.

The PD Act provides legislated protection from 'retaliatory' action which could be detrimental to the person or persons making such a disclosure. Under the PD Act detrimental action includes:

- Any actions which may cause injury, loss or damage;
- Actions which result in intimidation or harassment;
- Discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of unfair disciplinary action.

West Wimmera Shire Council has prepared a Protected Disclosures Policy, outlining Council's requirements under the PD Act. The Protected Disclosures Policy is available from Council's Customer Service Centres.

There were no Protected Disclosures made during 2015-16.



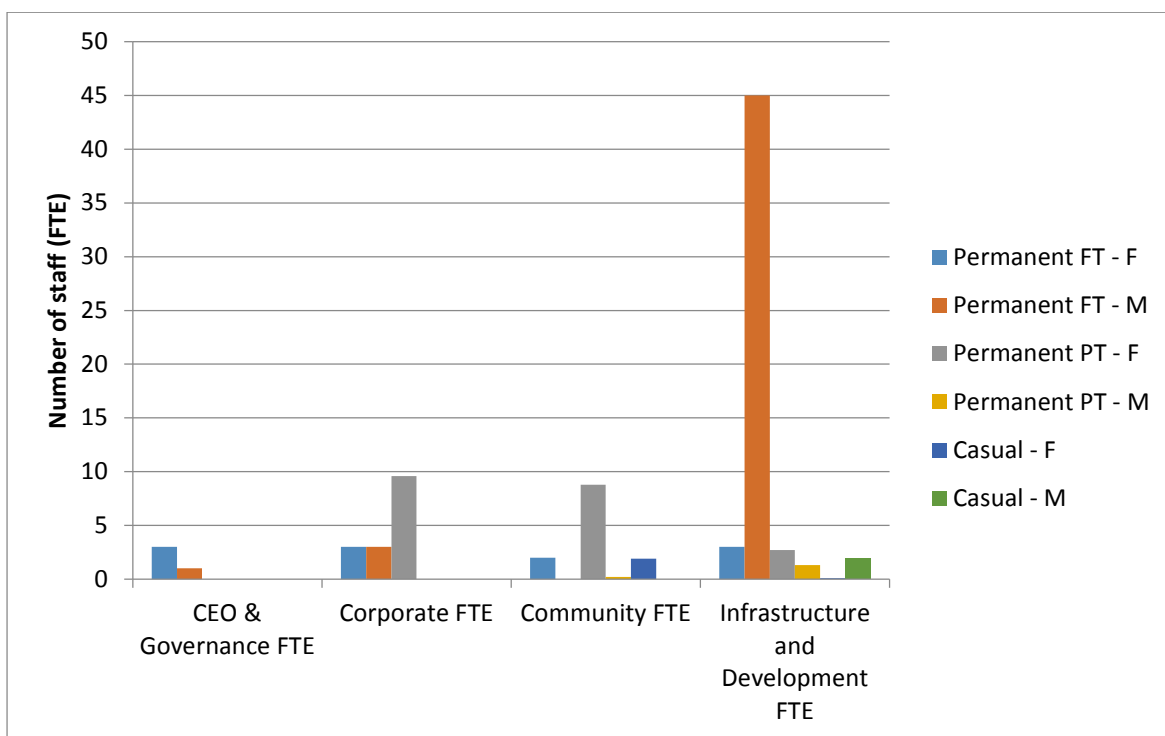
Road Management Act Ministerial Direction

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.

Council Staff

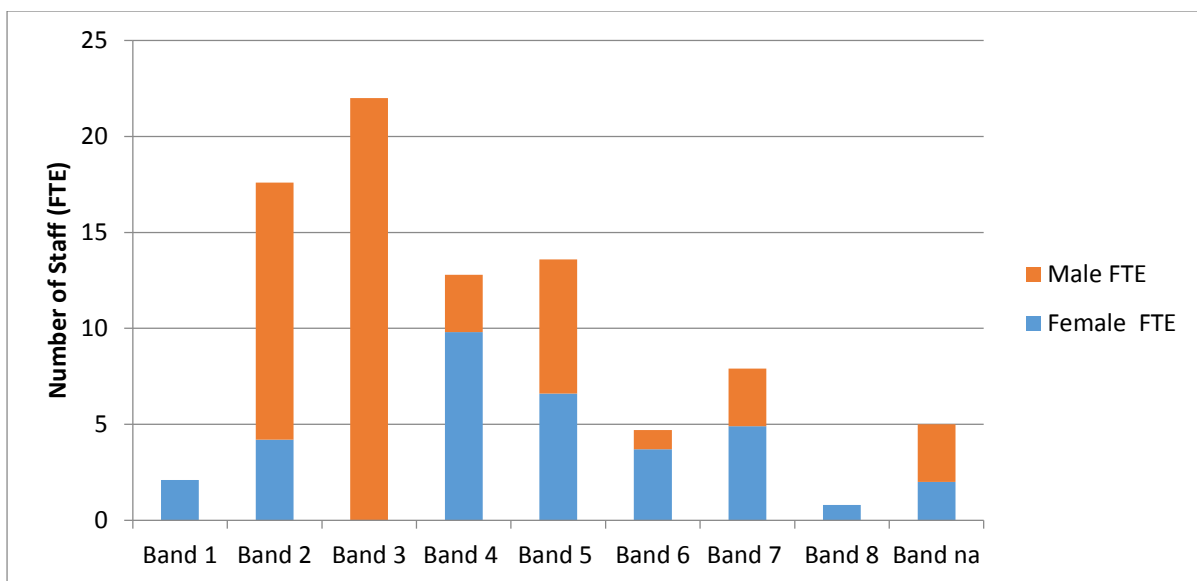
A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Employment Type/gender	CEO & Governance FTE	Corporate FTE	Community FTE	Infrastructure and Development FTE	Total FTE
Permanent FT - F	3	3	2	3	11
Permanent FT - M	1	3	0	45	49
Permanent PT - F	0	9.6	8.8	2.7	21.1
Permanent PT - M	0	0	0.2	1.3	1.5
Casual - F	0	0	1.9	0.1	2.
Casual - M	0	0	0	1.9	1.9
Total	4	15.6	12.9	54	86.5



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

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	2.1	0	2.1
Band 2	4.2	13.4	17.6
Band 3	0	22	22
Band 4	9.8	3	12.8
Band 5	6.6	7	13.6
Band 6	3.7	1	4.7
Band 7	4.9	3	7.9
Band 8	0.8	0	0.8
Band not applicable	2	3	5
Total	34.1	52.4	86.5



Equal Employment Opportunity/Human Rights

The West Wimmera Shire Council continues with its practice of providing a non-discriminatory working environment.

West Wimmera Shire Council has a responsibility to its members of the community to create and reflect the nature and needs of its community. The West Wimmera Shire Council is wholly committed to the principles of Equal Employment Opportunity and Human Rights. These policies extend to all employees and potential employees.

In all our practices and policies, Council adheres to the principles of no discrimination in relation to sex, marital status, parenthood, race, colour, national origin, physical or mental impairment, religious or political affiliation. In accordance with its objective, West Wimmera Shire Council's Equal Employment Opportunity program continued to maintain a non-discriminatory working environment.

Selection of individuals for employment, promotion or advancement, training and staff development will be on the basis of personal merit in fair and open competition according to the skills, qualifications, knowledge and efficiency relevant to the position involved.

Council's Policy on Equal Employment Opportunity reflects our desire to enjoy a workplace free of discrimination where each person has the opportunity to progress to the extent of his or her ability.

Employees are encouraged to raise equal opportunity issues or grievances with any manager, chief executive officer or senior officer. Confidentiality will be respected.



Governance, management and other information

Governance

West Wimmera Shire Council is constituted under the Local Government Act 1989 (the Act).

In Section 3D of the Act the role of a Council is stated as follows:

- (1) A Council is elected to provide leadership for the good governance of the municipal district and the local community.
- (2) The role of a Council includes—
 - (a) acting as a representative government by taking into account the diverse needs of the local community in decision making;
 - (b) providing leadership by establishing strategic objectives and monitoring their achievement;
 - (c) maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
 - (d) advocating the interests of the local community to other communities and governments;
 - (e) acting as a responsible partner in government by taking into account the needs of other communities;
 - (f) fostering community cohesion and encouraging active participation in civic life.

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.

Council Meetings

11 Ordinary Council meetings were held on the third Thursday of the month. Meetings were rotated between Edenhope, Kaniva and the surrounding localities of Goroce, Apsley and Dorodong.

1 Special Meeting of Council was held in 2015-16.

Community Forums

Community Forums were held in July 2015 at Goroce, October 2015 at Apsley and April 2016 at Dorodong. Community Forums give the Councillors an opportunity to have a meal with local residents and discuss local issues in a relaxed, informal atmosphere.



Committees

In accordance with Section 86 of the Local Government Act 1989, Council is able to establish one or more special committees consisting of Councillors, Council staff, other persons or any combination of these.

Council currently has the following Special Committees

- General Special Committee
- Economic Development Special Committee
- Harrow Johnny Mullagh Cricket Centre Special Committee
- Kaniva Museum and Historical Collection Special Committee
- West Wimmera Shire Council Plant Special Committee

General Special Committee

The General Special Committee is constituted of all Councillors.

Purpose:

To exercise Council's functions and powers and to perform Council's duties in relation to:

- The power to have matters of a general nature raised and considered and to generally flag issues and matters that may warrant further examination, discussion and input.
- The power to have matters referred to Councillors Forum for informal consideration; or
- The power to have matters resolved by the General Special Committee to be referred to the next Ordinary meeting of Council under General Committee resolutions referred to Council for consideration and Council resolution.

Economic Development Special Committee

The Economic Development Special Committee is constituted of all Councillors.

Purpose:

- To consider and make recommendations to Council in relation to economic development matters;
- To invite persons to address the special committee in relation to economic development matters;
- To act generally as a forum to discuss and further matters of an economic development nature.



Harrow Johnny Mullagh Cricket Centre Special Committee

The Harrow Johnny Mullagh Cricket Centre Special Committee is constituted of the current membership of the Associations Incorporated entity being the Johnny Mullagh Interpretive Centre Inc. and one Councillor nominated by Council.

Purpose:

To exercise Council's functions and powers and to perform Council's duties in relation to the operations and maintenance of the Harrow Johnny Mullagh Cricket Centre.

Kaniva Museum and Historical Collection Special Committee

The Kaniva Museum and Historical Collection Special Committee is constituted of one Councillor nominated by Council, up to 20 persons appointed by Council and the General Manager Corporate and community Services or his/her delegate as ex officio / non-voting member.

Purpose:

To exercise Council's functions and powers and to perform Council's duties in relation to the management of the Kaniva Museum and Historical Collection, Kaniva, and for those purposes:

- To incur expenditure and receive revenue for the operations and maintenance of the Kaniva Museum and Historical Collection, Kaniva;
- To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers.

West Wimmera Shire Council Plant Special Committee

The West Wimmera Shire Council Plant Special Committee is constituted of three Councillors nominated by Council, general Manager Infrastructure Development and Works, Finance Manager, Works Manager and Assets Manager.

Purpose:

The Plant Committee exists to investigate, review and provide advice on all matters pertaining to plant. This includes budget implications however excludes day to day operations.

The Plant Committee exists to facilitate management of the plant for long-term good of the community through services provided or maintained through use of plant and machinery.



Councillor Code of Conduct

In accordance with Section 76C of the Act, Council adopted a revised Councillor Code of Conduct on 16 May 2013. A council must review the Councillor Code of Conduct within the period of 4 months after a general election. The Councillor Code of Conduct outlines the following:

Core Values

In pursuing its strategic objective, West Wimmera Shire Council believes in and is committed to the following values:

- We are accountable to our community for our decisions and actions
- We will seek creative, innovative solutions for continuous improvement
- We will work as a team and with the community, government and agencies to deliver quality outcomes
- We will lead the community in a professional manner
- We will be transparent in our work

Under the Local Government Act 1989 Councillors must:

- Act with integrity
- Act impartially in the interests of the local community
- Not improperly give anyone an advantage or disadvantage
- Avoid conflicts between their public duties and personal interests
- Act honestly and avoid statements or actions that may mislead or deceive someone
- Treat everyone's opinions, beliefs, rights and responsibilities with respect
- Take reasonable care and diligence
- Make sure public resources are used carefully and in the public interest
- Act lawfully and not breach the public's trust



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 West Wimmera Shire Council is recognised as a category one council.

For the period 1 July 2015 – 30 November 2015, the councillor annual allowance for a category one council (as defined by the Local Government Act 1989) was set at range from \$7,923 up to maximum of \$18,878 per annum and the allowance for the mayor was up to \$55,059 per annum. The Minister for Local Government approved an annual adjustment of 2.5% to take effect as from 1 December 2015. The annual allowances were adjusted for the period 1 December 2015 to 30 June 2016 at a range from \$8,121 up to \$19,350 per annum for the councillor allowance and up to \$57,812 per annum for the mayoral allowance.

The following table contains a summary of the allowances paid to each councillor during the year (including allowance equivalent to superannuation):

Councillor	Allowance \$
Cr Annette Jones (Mayor Jul 15 – Jun 16)	45,922.78
Cr Ron Hawkins	19,692.02
Cr Bruce Meyer	19,692.02
Cr Richard Wait	19,692.02
Cr Warren Wait	19,692.02

Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the council. The details of the expenses for the 2015-16 year are set out in the following table.

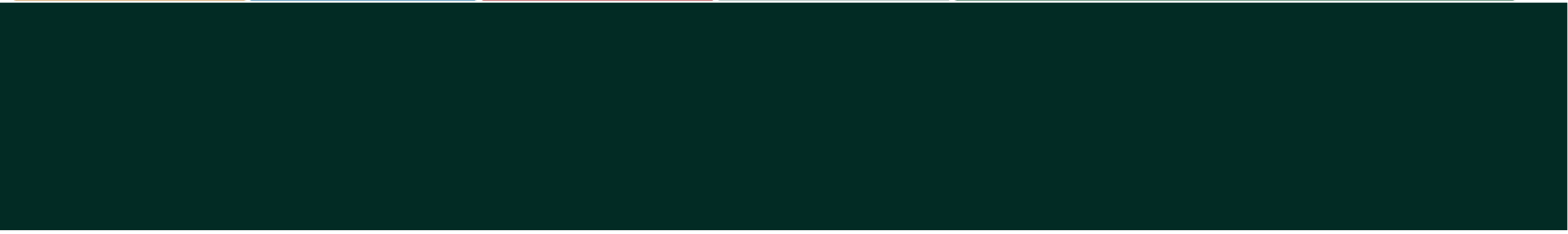
Councillor	Travel excluding mileage	Mileage	Childcare	Information and Communication Technology	Conferences and Training	TOTAL
Cr A Jones	5,280.45	0.00	90.00	2,059.43	1,349.14	8,779.02
Cr R Hawkins	425.80	3,363.13	0.00	0.11	222.72	4,011.76
Cr B Meyer	668.78	759.18	0.00	1,220.95	177.27	2,826.18
Cr Richard Wait	277.82	429.47	0.00	463.31	0.00	1,170.60
Cr Warren Wait	1,032.54	90.03	0.00	1,093.43	177.27	2,393.27

No expenses were paid by Council, including reimbursements to members of Council committees during the year.

Governance and management Checklist

	Column 1 Governance and Management Item	Column 2 Assessment
1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 18 June 2015 <input checked="" type="checkbox"/>
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 18 June 2015 <input checked="" type="checkbox"/>
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 16 June 2016 <input checked="" type="checkbox"/>
4	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 16 June 2016 <input checked="" type="checkbox"/>
5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	No plans Reason for no plans: Council is reviewing its asset data in 2015/16 whilst installing a new asset management system. Asset Management Plans have been deferred until data collection period is complete. <input type="checkbox"/>
6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 18 June 2015 <input checked="" type="checkbox"/>
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 18 June 2015 <input checked="" type="checkbox"/>
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 18 June 2015 <input checked="" type="checkbox"/>
9	Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 4 June 2015 <input checked="" type="checkbox"/>


10	Procurement policy (policy under section 186A of the Local Government Act 1989 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 Local Government Act 1989 Date of approval: 14 April 2015	<input checked="" type="checkbox"/>
11	Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	No Plan Reason for no plans: Council is developing a Business Continuity Plan, target to be in place 30 June 2016	<input type="checkbox"/>
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	No plan Reason for no plan: Council is developing a Disaster Recovery Plan in conjunction with a Business Continuity Plan, target to be in place 30 June 2016	<input type="checkbox"/>
13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 16 June 2016	<input checked="" type="checkbox"/>
14	Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 16 May 2013	<input checked="" type="checkbox"/>
15	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 14 May 2014	<input checked="" type="checkbox"/>
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 17 December 2015	<input checked="" type="checkbox"/>
17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: 22 October 2015	<input checked="" type="checkbox"/>




18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Reports presented 24 September 2015, 19 November 2015, 18 February 2016, 19 May 2016	☒
19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of report: Risk Register has been constructed, Council approved Initials risks in June 2016, biannual reports will continue in 2016/17	☒
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 18 August 2015, 17 December 2015	☒
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 performance statements)	Considered at meeting of the Council in accordance with section 134 of the Act Date of consideration: 15 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 reviewed: 2 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: 19 September 2013	☒
24	Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 25 September 2012	☒



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

Signature of Chief Executive Officer: 

Date: 28/9/2016

Signature of Mayor: 

Date: 28/9/2016



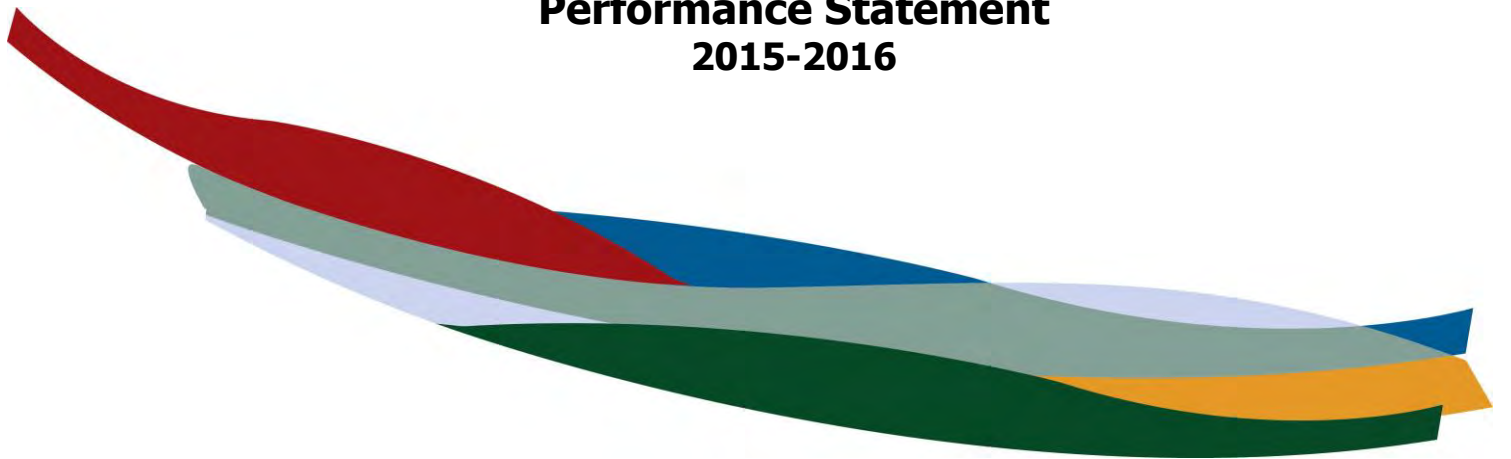
Victorian Local Government Indicators

The Victorian Government requires all Victorian councils to measure and annually report against 11 Victorian Local Government Indicators (VLGIs). These indicators provide information regarding expenditure, cost of services and infrastructure provision, customer satisfaction and governance. The following table presents the results of the VLGIs for the 2015-16 year.

	Indicator	Calculation	2015-16	2014-15
1.	Average rates and charges per assessment	Total rates and charges receivable at beginning of year/Number of assessments in the adopted budget	1,455	1,341
2.	Average residential rates and charges per assessment	Rates and charges declared for residential assessments receivable at beginning of year/Number of residential assessments in the adopted budget	619	620
3.	Average liabilities per assessment	Total liabilities/Number of assessments in the adopted budget	711	676
4.	Operating result per assessment	Net surplus/Number of assessments in the adopted budget	-105	339
5.	Average operating expenditure per assessment	Operating expenditure/Number of assessments in adopted budget	3,881	4,152
6.	Community satisfaction rating for overall performance generally of Council	Result from the Annual Local Government Community Satisfaction Survey	58	62
7.	Average capital expenditure per assessment	Capital expenditure/ Number of assessments in the adopted budget	1,382	1,356
8.	Renewal gap	Capital renewal/Average annual asset consumption	77.03%	48.72%
9.	Renewal and maintenance gap	Capital renewal and maintenance/Average annual asset consumption plus planned maintenance	80.84%	67.37%
10.	Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the Annual Local Government Community Satisfaction Survey	56	58
11.	Community satisfaction rating for Council's engagement in decision making on key local issues	Result from the Annual Local Government Community Satisfaction Survey	55	58
	No of assessments (total)		4676	4,740
	No of assessments (residential)		1742	1,729



**Performance Statement
2015-2016**

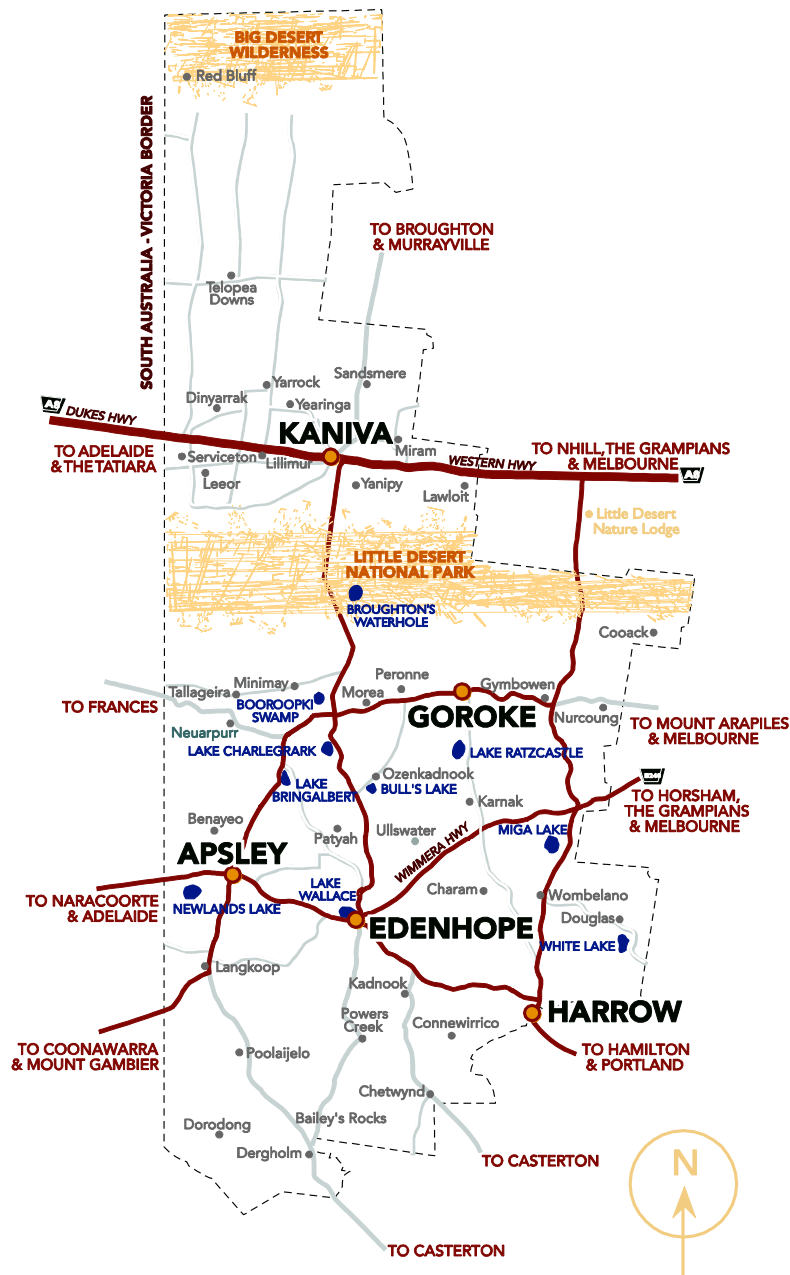


Performance Statement

For the year ended 30 June 2016

Description of municipality

West Wimmera Shire Council is located in Western Victoria and has a strong economy, primarily based on agriculture with growth sectors in health, education and retail. The Shire covers an area of 9,256 square kilometres and includes the townships of Apsley, Edenhope and Harrow to the south of the Shire and Goroke, Kaniva and Serviceton to the north.



Sustainable Capacity Indicators

For the year ended 30 June 2016

Indicator/measure	Results 2015	Results 2016	Material Variations
Population			
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$4,942.49	\$4,678.01	No material variations
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$42,071.07	\$42,352.15	No material variations
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	1.46	1.43	No material variations
Own-source revenue			
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$2,525.87	\$2,611.24	No material variations
Recurrent grants			
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$2,401.81	\$1,709.20	2014/15 Included Financial Assistance Grant pre-payment
Disadvantage			
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	No material variations

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

Service Performance Indicators

For the year ended 30 June 2016

Service/indicator/measure	Results 2015	Results 2016	Material Variations
Aquatic Facilities			
Utilisation			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.45	3.51	
Animal Management			
Health and safety			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0.00	0.00	No prosecutions during 2015/16
Food Safety			
Health and safety			
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	0.00%	No critical and major notifications in 2015/16
Governance			
Satisfaction			
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	58.00	56.00	
Home and Community Care (HACC)			
Participation			
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	40.78%	52.53%	Improved take up of service arising from referrals from health services
<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] x100	17.39%	6.90%	
Libraries			
Participation			
<i>Active library members</i> [Number of active library members / Municipal population] x100	16.37%	13.38%	



Service/indicator/measure	Results 2015	Results 2016	Material Variations
Maternal and Child Health (MCH)			
Participation			
<i>Participation in the MCH service</i>	88.78%	0.00%	Council is unable to provide any MCH figures due to the Child Development Information System database being unreliable
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100			
Participation			
<i>Participation in the MCH service by Aboriginal children</i>	66.67%	0.00%	
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100			
Roads			
Satisfaction			
<i>Satisfaction with sealed local roads</i>	49	48	
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]			
Statutory Planning			
Decision making			
<i>Council planning decisions upheld at VCAT</i>	100.00%	0.00%	No VCAT appeals in 2015/16
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100			
Waste Collection			
Waste diversion			
<i>Kerbside collection waste diverted from landfill</i>	17.77%	17.99%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100			



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

"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 authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

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

"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 authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

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

"population" means the resident population estimated by council

"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*.



Financial Performance Indicators

For the year ended 30 June 2016

Dimension/indicator/measure	Results 2015	Results 2016	Forecasts				Material Variations and Comments
			2017	2018	2019	2020	
Efficiency							
Revenue level							
<i>Average residential rate per residential property assessment</i>	\$620.01	\$619.00	\$635.50	\$651.39	\$667.67	\$684.36	
[Residential rate revenue / Number of residential property assessments]							
Expenditure level							
<i>Expenses per property assessment</i>	\$4,152.11	\$3,629.20	\$3,773.00	\$3,848.80	\$3,939.40	\$4,033.80	Reductions in depreciation and materials & contracts due to improved asset management data and significant revenue pressures being placed on small rural Councils from rate capping and funding freezes preventing spending
[Total expenses / Number of property assessments]							
Workforce turnover							
<i>Resignations and terminations compared to average staff</i>	12.90%	21.50%	12.15%	12.15%	12.15%	12.15%	A larger level of natural attrition during 2015/16 than was anticipated
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100							
Liquidity							
Working capital							
<i>Current assets compared to current liabilities</i>	355.60%	321.40%	378.63%	353.51%	364.97%	410.96%	Increased cash 2014/15 due to holding Financial Assistance Grant prepayment
[Current assets / Current liabilities] x100							
Unrestricted cash							
<i>Unrestricted cash compared to current liabilities</i>	312.04%	252.42%	344.89%	319.69%	330.75%	376.65%	Increased cash 2014/15 due to holding Financial Assistance Grant prepayment
[Unrestricted cash / Current liabilities] x100							



Dimension/indicator/measure	Results 2015	Results 2016	Forecasts				Material Variations and Comments
			2017	2018	2019	2020	
Obligations							
Asset renewal							
<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	64.00%	85.12%	80.19%	86.40%	80.04%	66.53%	Increased capital works program, aided by increase in Roads to Recovery funding
Loans and borrowings							
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	6.35%	4.23%	2.35%	0.48%	0.00%	0.00%	In line with Council's debt schedules. No new borrowings forecast
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.12%	1.93%	1.93%	1.90%	0.46%	0.00%	
Indebtedness							
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	4.70%	3.86%	5.33%	5.04%	5.09%	5.13%	
Operating position							
Adjusted underlying result							
<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	3.06%	-5.22%	-2.81%	-3.56%	-7.14%	-7.25%	Like other small rural Councils, Council is facing a significant decline in its underlying position due to rate capping and the Financial Assistance Grant freeze. 2014/15 result was inflated by the Financial Assistance Grant prepayment.



Dimension/indicator/measure	Results	Results	Forecasts				Material Variations and Comments
	2015	2016	2017	2018	2019	2020	
Stability							
Rates concentration							
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	31.33%	39.45%	38.02%	38.48%	39.87%	39.95%	2014/15 included Financial Assistance Grant prepayment
Rates effort							
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.39%	0.41%	0.39%	0.40%	0.39%	0.40%	

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)

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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



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

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

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

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



Other Information

For the year ended 30 June 2016

1. Basis of preparation

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

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 18 June 2015 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.




Mr Ashley Roberts B.Com CPA
Principal Accounting Officer
Dated: 15 September 2016

In our opinion, the accompanying performance statement of the West Wimmera Shire Council 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.



Cr Annette Jones
Mayor
Dated: 15 September 2016



Cr Ron Hawkins
Councillor
Dated: 15 September 2016



Mr David Leahy
Chief Executive Officer
Dated: 15 September 2016



VAGO

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, West Wimmera Shire Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the West Wimmera 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 West Wimmera 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 West Wimmera 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
20 September 2016


Andrew Greaves
Auditor-General



**West Wimmera Shire Council
ANNUAL FINANCIAL REPORT**

For the Year Ended 30 June 2016

West Wimmera Shire Council
Financial Report
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Comprehensive Income Statement For the Year Ended 30 June 2016

	Note	2016 \$	2015 \$
Income			
Rates and charges	3	6,804,194	6,360,168
Statutory fees and fines	4	111,923	135,558
User fees	5	440,264	519,080
Grants - operating	6	3,976,536	9,108,055
Grants - capital	6	3,488,457	2,112,604
Contributions - monetary	7	62,076	7,341
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	8	119,506	56,624
Share of net profits (or loss) of associates and joint ventures	15	844	21,990
Other income	9	2,653,037	2,965,151
Total income		17,656,837	21,286,571
Expenses			
Employee costs	10	6,338,700	6,505,894
Materials and services	11	5,084,214	6,220,390
Bad and doubtful debts	12	15,042	-
Depreciation and amortisation	13	6,370,889	6,663,316
Borrowing costs	14	13,634	23,315
Other expenses	15	323,586	268,825
Total expenses		18,146,065	19,681,740
Surplus/(deficit) for the year		(489,228)	1,604,831
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	22	-	423,852
Share of other comprehensive income of associates and joint ventures	16	(11,205)	12,925
Items that may be reclassified to surplus or deficit in future periods			
Total comprehensive result		(500,433)	2,041,608

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



Balance Sheet
As at 30 June 2016

	Note	2016	2015
		\$	\$
Assets			
Current assets			
Cash and cash equivalents	17	8,563,246	8,760,478
Trade and other receivables	18	594,068	588,913
Inventories	19	178,731	166,043
Non-current assets classified as held for sale	20	19,000	20,000
Other assets	21	74,649	179,876
Total current assets		9,429,694	9,715,310
Non-current assets			
Investments in associates and joint ventures	16	392,875	403,235
Property, infrastructure, plant and equipment	22	167,441,380	167,527,190
Total non-current assets		167,834,255	167,930,425
Total assets		177,263,949	177,645,735
Liabilities			
Current liabilities			
Trade and other payables	23	837,324	648,218
Trust funds and deposits	24	35,655	73,397
Provisions	25	1,936,734	1,893,508
Interest-bearing loans and borrowings	26	123,614	117,399
Total current liabilities		2,933,327	2,732,522
Non-current liabilities			
Provisions	24	227,036	185,580
Interest-bearing loans and borrowings	26	163,910	287,524
Total non-current liabilities		390,946	473,104
Total liabilities		3,324,273	3,205,626
Net assets		173,939,676	174,440,109
Equity			
Accumulated surplus		36,151,737	37,509,190
Reserves	27	137,787,939	136,930,919
Total Equity		173,939,676	174,440,109

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



Statement of Changes in Equity For the Year Ended 30 June 2016

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2016					
Balance at beginning of the financial year		174,440,109	37,509,190	136,091,285	839,634
Surplus/(deficit) for the year		(500,433)	(500,433)	-	-
Net asset revaluation increment/(decrement)	27(a)	-	-	-	-
Transfers to other reserves	27(b)	-	(960,428)	-	960,428
Transfers from other reserves	27(b)	-	103,408	-	(103,408)
Balance at end of the financial year		173,939,676	36,151,737	136,091,285	1,696,654
		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2015					
		\$	\$	\$	\$
Balance at beginning of the financial year		172,398,501	35,978,417	135,667,433	752,651
Surplus/(deficit) for the year		1,617,756	1,617,756	-	-
Net asset revaluation increment/(decrement)	27(a)	423,852	-	423,852	-
Transfers to other reserves	27(b)	-	(107,657)	-	107,657
Transfers from other reserves	27(b)	-	20,674	-	(20,674)
Balance at end of the financial year		174,440,109	37,509,190	136,091,285	839,634

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



Statement of Cash Flows For the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$	2015 Inflows/ (Outflows) \$
Cash flows from operating activities			
Rates and charges		6,803,817	6,387,548
Statutory fees and fines		123,115	135,558
User fees		479,035	519,080
Grants - operating		3,976,536	9,108,055
Grants - capital		3,488,457	3,162,604
Contributions - monetary		62,076	7,341
Interest received		199,108	170,402
Trust funds and deposits taken		-	450
Other receipts		2,775,622	2,924,365
Net GST refund/(payment)		6,187	(22,802)
Employee costs		(6,254,018)	(6,331,574)
Materials and services		(5,492,539)	(6,169,443)
Trust funds and deposits repaid		(37,742)	(6,636)
Other payments		-	(268,825)
Net cash provided by/(used in) operating activities	28	6,129,654	9,616,123
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	22	(6,477,961)	(6,417,988)
Proceeds from sale of property, infrastructure, plant and equipment		282,108	172,635
Loans and advances made		-	(15,000)
Net cash provided by/(used in) investing activities		(6,195,853)	(6,260,353)
Cash flows from financing activities			
Finance costs		(13,634)	(23,315)
Proceeds from borrowings		-	-
Repayment of borrowings		(117,399)	(111,529)
Net cash provided by/(used in) financing activities		(131,033)	(134,844)
Net increase (decrease) in cash and cash equivalents		(197,232)	3,220,926
Cash and cash equivalents at the beginning of the financial year		8,760,478	5,539,552
Cash and cash equivalents at the end of the financial year		8,563,246	8,760,478
Financing arrangements	29		
Restrictions on cash assets	17		

The above statement of cash flow should be read in conjunction with the accompanying notes.



**Statement of Capital Works
For the Year Ended 30 June 2016**

	Note	2016 \$	2015 \$
Property			
Land improvements		17,867	474,597
Total land		<u>17,867</u>	<u>474,597</u>
Buildings		489,226	767,409
Total buildings		<u>489,226</u>	<u>767,409</u>
Total property		<u>507,093</u>	<u>1,242,006</u>
Plant and equipment			
Plant, machinery and equipment		908,165	1,129,604
Fixtures, fittings and furniture		38,796	23,924
Total plant and equipment		<u>946,961</u>	<u>1,153,528</u>
Infrastructure			
Roads		4,412,817	3,754,942
Bridges		432,102	127,535
Footpaths and cycleways		103,220	105,202
Drainage		55,727	33,915
Parks, open space and streetscapes		-	12,820
Total infrastructure		<u>5,003,867</u>	<u>4,034,414</u>
Total capital works expenditure		<u>6,457,921</u>	<u>6,429,948</u>
Represented by:			
New asset expenditure		344,824	609,855
Asset renewal expenditure		5,418,239	4,264,216
Asset expansion expenditure		-	256,930
Asset upgrade expenditure		694,858	1,298,947
Total capital works expenditure		<u>6,457,921</u>	<u>6,429,948</u>

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



Introduction

The West Wimmera Shire Council was established by an Order of the Governor in Council on 20th January 1995 and is a body corporate.

The Council's main office is located at 49 Elizabeth Street, Edenhope, Vic 3318.

Statement of compliance

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

Note 1 Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (m))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (n))
- the determination of employee provisions (refer to Note 1 (t))

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

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2016, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

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

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

There are no entities consolidated into Council.

(d) Committees of management

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



Note 1 Significant accounting policies (cont.)

(e) Accounting for investments in associates and joint arrangements

Associates

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

Joint arrangements

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

(i) Joint operations

Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. These have been incorporated in the financial statements under the appropriate headings.

(ii) Joint ventures

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

(f) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices.

Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

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

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

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

Sale of property, infrastructure, plant and equipment

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

Interest

Interest is recognised as it is earned.

Dividends

Dividend revenue is recognised when the Council's right to receive payment is established.

Other Income

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



Note 1 Significant accounting policies (cont.)

(g) Fair value measurement

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

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

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

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

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

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

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

(h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(i) Trade and other receivables

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

(j) Other financial assets

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

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value.

Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(l) Non-current assets classified as held for sale

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

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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

In accordance with Council's policy, the threshold limits detailed in Note 1 n have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.



Note 1 Significant accounting policies (cont.)

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles (cont'd)

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 22 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced council officers or independent experts.

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

Land under roads

No land under roads have been acquired after 30 June 2008. Council does not recognise land under roads that it controlled prior to that period in its financial report.

(n) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

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

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

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life. Straight line depreciation is charged based on the residual useful life as determined each year.

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



Note 1 Significant accounting policies (cont.)

(n) Depreciation and amortisation of property, infrastructure plant and equipment and intangibles (cont'd)

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit
Property		
land	-	5,000
land improvements	6 - 50 years	5,000
Buildings		
buildings	30 - 120 years	5,000
building improvements	30 - 120 years	5,000
leasehold improvements	30 - 120 years	5,000
Plant and Equipment		
plant, machinery and equipment	3 - 40 years	1,000
fixtures, fittings and furniture	3 - 10 years	1,000
computers and telecommunications	3 - 10 years	1,000
Infrastructure		
road pavements and seals	17 - 75 years	5,000
road substructure	75 years	5,000
road formation and earthworks	75 years	5,000
road kerb, channel and minor culverts	50 - 70 years	5,000
bridges deck	35 - 80 years	5,000
bridges substructure	35 - 80 years	5,000
footpaths and cycleways	25 - 50 years	5,000
drainage	70 - 80 years	5,000

(o) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(p) Investment property

Investment property, comprising freehold office complexes, is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

(q) Impairment of assets

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

(r) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 23).

(s) Borrowings

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

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.



Note 1 Significant accounting policies (cont.)

(t) Employee costs and benefits

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

Wages and salaries and annual leave

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

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

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(u) Leases

Finance leases

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. At 30 June 2016 Council has no finance leases.

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

(v) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(w) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 33 contingent liabilities and contingent assets.

(x) Contingent assets and contingent liabilities and commitments

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

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of Note and presented inclusive of the GST payable.



Note 1 Significant accounting policies (cont.)

(y) Pending accounting standards

Certain new AAS's have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(z) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.



Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10.0 percent or \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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

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

(a) Income and Expenditure

	Budget 2016 \$	Actual 2016 \$	Variance 2016 \$	Ref
Income				
Rates and charges	6,852,280	6,804,194	(48,086)	
Statutory fees and fines	128,900	111,923	(16,977)	1
User fees	2,000,131	440,264	(1,559,867)	2
Grants - operating	5,813,434	3,976,536	(1,836,898)	3
Grants - capital	2,500,360	3,488,457	988,097	4
Contributions - monetary	97,300	62,076	(35,224)	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	158,920	119,506	(39,414)	6
Share of net profits/(losses) of associates and joint ventures	-	844	844	
Other income	573,600	2,653,037	2,079,437	7
Total income	18,124,925	17,656,837	(468,088)	
Expenses				
Employee costs	6,334,361	6,338,700	(4,339)	
Materials and services	5,460,473	5,084,214	376,259	8
Bad and doubtful debts	-	15,042	(15,042)	9
Depreciation and amortisation	6,260,106	6,370,889	(110,783)	10
Borrowing costs	18,893	13,634	5,259	
Other expenses	312,392	323,586	(11,194)	
Total expenses	18,386,225	18,146,065	240,160	
Surplus/(deficit) for the year	(261,300)	(489,228)	(227,928)	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Funds collected through Statutory Fees and Fines have returned 13.2% less than originally budgeted. The major contributor to this decline was in the area of building fees, which were considerably lower (\$13,197) than the previous year as a result of lower building activity recorded.
2	User Fees	The original budget placed reimbursements from VicRoads (\$1,633,000) into User Fees rather than Other Income. Removing these from User Fees original budget leaves a variance of \$73,133 or 20% over budget. The major Variances here include: → Private Works which provided Council with \$122,711 income which was not budgeted. → Pre-school fee revenue was \$45,004 below the budgeted level which was offset by drought assistance grants received by Council.



- 3 Grants - Operating Operating grants show a significant variance of 31.6% below the anticipated amount. This was fundamentally a result of the Federal Government's decision to prepay 50% of the 2015-16 Financial Assistance Grants allocation to Council on June 30 2015, resulting in that payments being receipted in the 2014-15 accounts. Council's budget for 2015-16 included all of the payment to be received during 2015-16. This action of the Federal Government led to Council receipting \$2,479,051 less in 2015-16 than budgeted. This shortfall was partially offset by increased grants received in the following areas:
- Community Projects Grants \$344,499.48 more than budgeted (relating to the Kaniva Community Hub project);
 - Pre-School revenue received from drought assistance programs \$155,688 more than budgeted;
 - Pest Control grants received by Council \$86,595 more than budgeted.
- 4 Grants - Capital Capital grants show a significant variance of 39.5% above the originally budgeted amount. The major variance here relates to the fact that Council has received \$901,468 additional funds under the Roads to Recovery program than was originally budgeted. This is a result of the Federal Government allocating additional funds for 2015-16 year which were not included in Council's initial budget.
- There also significantly more grant funds received for building renewal projects than budgeted - relating to the Henley park redevelopment project (\$126,000) and the Seasonal Pools program (\$100,500). These increases were partly offset by budgeted grants amounts not received relating to bridge works which were rescoped (\$140,000)
- 5 Contributions - Monetary Contributions received by Council were 36.2% lower than originally budgeted. The only contribution received during 2015-16 was from the Kaniva community as part of the Kaniva community Hub project.
- 6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment Council recorded a net gain on the disposal of property, infrastructure, plant and equipment which was 24.8% lower than budgeted. This is largely due to Council deciding for operational reasons to defer renewal of one patching truck (budgeted gain on sale of \$30,000).
- 7 Other Income The original budget placed reimbursements from VicRoads (\$1,633,000) into User Fees rather than Other Income. Adding the \$1,633,000 budget for reimbursements to Other Income results in a variance of \$442,780 or 20%. The major variances included here include:
- Reimbursements from VicRoads for state road maintenance works were \$199,474 higher than budgeted, as a result of a higher level of works undertaken than anticipated;
 - Interest earned on investments was \$90,454 higher than budgeted, as a result of Council holding higher cash balances at the start of the year due to the pre-payment of 50% of the 2015/16 Financial Assistance Grants on 30 June 2015, as well as a high focus on investment management by Council;
 - Reimbursements from Quarry Operations were \$65,702 higher than budgeted, representing greater turnover of materials.
- 8 Materials & Services Materials & Services show a \$376,259 variance below budget for the year. A number of factors contributed to this, including:
- External Plant Hire was \$86,798 below budget, as Council's own plant was sufficient for requirements over the year;
 - Fuel costs were \$55,240 below budget due in main to significantly lower pricing than was included in the budget;
 - Sundry expenses were \$77,017 below budget due to significantly tighter controls being placed on spending. The major functional areas where this saving was made include Community Support (\$17,308), Youth Services (\$14,276), Halls & Community Centres (\$9,821), Children's Services (\$9,500), Pre-Schools (\$6,348), Swimming Pools (\$6,160) and Bores Maintenance (\$6,000).
 - Council's contribution to the 'Lighting the Regions' project to install LED street lighting was \$64,620 under budget, as a result of the program expenses being considerably lower than anticipated.
 - Electricity costs were \$32,166 lower than originally budgeted as the full effect of upgrading Council's streetlight to LED was realised.
- 9 Bad and doubtful debts Council did not budget for any bad or doubtful debts over 2014-15. In the event, Council resolved to write off a debt owing by a community group (\$7,500), and thought it prudent to increase its provision for doubtful debts after a thorough review of its sundry and rate debtors list.
- 10 Depreciation Depreciation expense for 2015-16 was \$110,783 over initial expectations. Depreciation is an accounting measure representing the consumption of Council's Assets. Council increased its Assets by \$6.46 million over the year (as represented by the Capital Works Statement). This represents an additional capital spend of \$944,821 over budget (\$5.52 million), resulting in a higher than anticipated depreciation expense.



Note 2 Budget comparison (cont)

(b) Capital Works

	Budget 2016	Actual 2016	Variance 2016	Ref
Property				
Land improvements	15,000	17,867	2,867	1
Total Land	15,000	17,867	2,867	
Buildings	325,000	489,226	164,226	2
Total Buildings	325,000	489,226	164,226	
Total Property	340,000	507,093	167,093	
Plant and Equipment				
Plant, machinery and equipment	1,132,500	908,165	(224,335)	3
Fixtures, fittings and furniture	40,000	38,796	(1,204)	
Total Plant and Equipment	1,172,500	946,961	(225,539)	
Infrastructure				
Roads	3,571,800	4,412,817	841,017	4
Bridges	280,000	432,102	152,102	5
Footpaths and cycleways	102,600	103,220	620	
Drainage	50,000	55,727	5,727	6
Total Infrastructure	4,004,400	5,003,867	999,467	
Total Capital Works Expenditure	5,516,900	6,457,921	941,021	
Represented by:				
New asset expenditure	132,000	344,824	212,824	
Asset renewal expenditure	4,835,900	5,418,239	582,339	
Asset expansion expenditure	451,000	-	(451,000)	
Asset upgrade expenditure	98,000	694,858	596,858	
Total Capital Works Expenditure	5,516,900	6,457,921	941,021	



(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land Improvements	The original budget for Land Improvements called for \$15,000 of works in renewing play equipment at Council's various playgrounds. Over the year Council spent \$7,440 on this task. Land Improvements also includes \$10,427 of minor works on Township signage and necessary repairs to a Council owned bore site which were not budgeted.
2	Buildings	Buildings capital works show a significant 50% overspend on budget. The majority of this came from projects which were transferred from Works In Progress for which it was not possible to include in the original budget. These include: → Henley Park redevelopment \$193,381 → Kaniva Men's Shed \$25,227 There was also additional unbudgeted expenditure relating to the replacement of fencing for the former Kaniva aerodrome site (\$14,775) which was required before the site could be leased. These amounts are partially offset by a reduction in other projects which for operational reasons were not undertaken during 2015-16, including: → Fencing at Kaniva Band Park (\$90,000) → Kaniva Hall air conditioning (\$15,000)
3	Plant, Machinery and Equipment	The Plant, Machinery and Equipment area show an actual capital spend of 20% below budget. This was due to the deferral of the purchase of a patching truck.
4	Roads	Roads show a significant variance to budget with an overspend of \$841,016. There were a number of projects contributing to this. These were funded by additional grants under the Roads to Recovery program, which was significantly expanded for the 2015-16 year by the Federal Government, and also by reductions to local road resheets (\$194,379) and general sealing jobs (\$65,401).
5	Bridges	Bridges show a significant 54% overspend to budget. This was the result of the Dorodong Road bridge requiring significantly more works than first anticipated. The additional works were funded from the enhanced 2015-16 Roads to Recovery program.
6	Drainage	Drainage shows a variance of \$5,727 over original budget, which equates to 11.5% of original budget. This occurred as essential works returned a slightly higher than anticipated cost.



	2016	2015
	\$	\$
Note 3 Rates and charges		
<p>Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is its current market value determined by Council's contract valuer.</p> <p>The valuation base used to calculate general rates for 2015/16 was \$1,773.75 million (2014/15 \$1,637.83 million).</p>		
General Rates	5,959,011	5,640,742
Municipal charge	399,224	378,596
Waste management charge	445,959	340,830
Total rates and charges	<u>6,804,194</u>	<u>6,360,168</u>
<p>The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation will be first applied in the rating year commencing 1 July 2016.</p>		
Note 4 Statutory fees and fines		
Animal management	28,928	28,836
Building fees	18,803	36,753
Permits	16,346	13,155
Town planning fees	14,217	15,598
Infringements and costs	3,157	3,349
Court recoveries	-	3,857
Other	30,472	34,010
Total statutory fees and fines	<u>111,923</u>	<u>135,558</u>
Note 5 User fees		
Community services user charges	217,075	264,825
Private and contract works	122,711	61,853
Refuse disposal fees	43,707	123,103
User charges	25,264	28,625
Caravan park fees	20,511	21,307
Other fees and charges	10,996	19,367
Total user fees	<u>440,264</u>	<u>519,080</u>



	2016 \$	2015 \$
Note 6 Grants		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	5,454,617	8,603,127
State funded grants	2,010,376	2,617,532
Total grants received	<u>7,464,993</u>	<u>11,220,659</u>
Operating Grants		
Recurrent - Commonwealth Government		
Victoria Grants Commission	2,377,789	7,455,860
Recurrent - State Government		
HACC programs	405,856	380,724
Preschool operating	299,174	239,183
Maternal and child health	159,221	144,006
Pest & weed control	116,595	50,000
Preschool cluster management	57,128	45,001
Meals services	39,587	35,985
Senior Citizens	36,746	39,245
Youth initiatives FreeZa program	19,600	19,600
Other	41,028	21,729
Total recurrent operating grants	<u>3,552,724</u>	<u>8,431,333</u>
Non-recurrent - Commonwealth Government		
Ausnac/Workco - Apprenticeship scheme	-	15,000
Non-recurrent - State Government		
Kaniva Hub	300,000	-
Drought Response program	55,000	-
Fire Service Levy Implementation Grant	38,193	37,097
Public Hall Upgrades	10,000	-
Lake Wallace Boating Safety	9,304	-
One Tree per Child program	3,315	-
Douglas Tennis Club (DHHS)	3,300	29,700
Harrow/Goroke Precinct Plan	3,000	27,000
Connewirricoo Tennis Club (DHHS)	1,700	15,300
Kaniva Industrial Estate	-	191,000
Community Planning Grant (VASP - DELWP)	-	175,000
Apsley Recreation Reserve Upgrade (DHS)	-	90,000
Regional Living Expo	-	20,000
Vulnerable Persons Co-ordination Funding	-	20,000
Anzac Commemorative	-	17,375
Icons of Edenhope (DEDJTR)	-	15,000
Kaniva Streetlife	-	8,148
Edenhope Streetlife	-	8,102
Edenhope/Apsley Community Precinct Plan	-	3,000
Kaniva Community Precinct Plan	-	3,000
Community Facility Funding - Lighting Grant	-	2,000
Total non-recurrent operating grants	<u>423,812</u>	<u>676,722</u>
Total operating grants	<u>3,976,536</u>	<u>9,108,055</u>
Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	3,076,828	1,132,267
Total recurrent capital grants	<u>3,076,828</u>	<u>1,132,267</u>
Non-recurrent - Commonwealth Government		
<i>Add additional grants grouped by type as appropriate</i>		
Non-recurrent - State Government		
Henley Park (DEDJTR)	126,000	84,000
Better Pools program	100,500	-
Kaniva Playspace	90,000	-
Edenhope Transfer Station (Sustain Vic)	24,000	6,000
Kaniva Transfer Station (Sustain Vic)	23,200	5,800
Local Government Infrastructure Program (DELWP)	20,453	705,000
War Memorial Restoration Grants	19,476	-
Kaniva Men's Shed	8,000	-
Signage Grant (DEDJTR)	-	108,000
Vicroads Fullarton's Road	-	66,462
Fire Access Grant	-	5,075
Total non-recurrent capital grants	<u>411,629</u>	<u>980,337</u>
Total capital grants	<u>3,488,457</u>	<u>2,112,604</u>



	2016	2015
	\$	\$
Note 6 Grants (Contd)		
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	162,780	-
Received during the financial year and remained unspent at balance date	322,120	162,780
Received in prior years and spent during the financial year	77,960	-
Balance at year end	<u>406,940</u>	<u>162,780</u>
Note 7 Contributions		
Monetary	62,076	7,341
Total contributions	<u>62,076</u>	<u>7,341</u>
Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	282,108	172,635
Written down value of assets disposed	(162,602)	(116,011)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>119,506</u>	<u>56,624</u>
Note 9 Other income		
Reimbursements - VicRoads	1,749,474	1,963,861
Quarry operations	340,703	332,829
Interest	199,108	170,403
Reimbursements - other	196,839	244,820
Insurance refunds	55,759	114,662
Rent	44,987	43,995
Fuel tax refund	43,707	40,857
Gain on valuation of inventory land	4,000	8,040
Recyclable sales	-	2,074
Transfer stations scrap metal sales	-	25,073
Other	18,460	18,537
Total other income	<u>2,653,037</u>	<u>2,965,151</u>
Note 10 (a) Employee costs		
Wages and salaries	5,562,814	5,767,865
WorkCover	106,448	100,911
Superannuation	591,508	579,193
Fringe benefits tax	77,930	57,925
Total employee costs	<u>6,338,700</u>	<u>6,505,894</u>
Note 10 (b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	65,489	76,757
	<u>65,489</u>	<u>76,757</u>
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	251,358	491,049
Employer contributions - other funds	274,661	11,387
	<u>526,019</u>	<u>502,436</u>
Employer contributions payable at reporting date.	-	-
Refer to note 32 for further information relating to Council's superannuation obligations.		



	2016 \$	2015 \$
Note 11 Materials and services		
Contract payments	2,708,188	2,872,755
Plant and equipment maintenance	715,504	807,448
Utilities	336,910	347,917
Office administration	53,201	50,204
Information technology	194,459	71,951
Insurance	292,096	317,791
Consultants	72,356	255,196
Other materials and services	711,500	1,497,128
Total materials and services	5,084,214	6,220,390
Note 12 Bad and doubtful debts		
Rates debtors	7,908	-
Other debtors	7,134	-
Total bad and doubtful debts	15,042	-
Note 13 Depreciation and amortisation		
Property	715,138	658,614
Plant and equipment	871,911	902,956
Infrastructure	4,783,840	5,101,746
Total depreciation	6,370,889	6,663,316
Intangible assets	-	-
Total depreciation and amortisation	6,370,889	6,663,316
<i>Refer to note 21 for a more detailed breakdown of depreciation and amortisation charges</i>		
Note 14 Borrowing costs		
Interest - Borrowings	13,634	23,315
Less capitalised borrowing costs on qualifying assets	-	-
Total borrowing costs	13,634	23,315
Note 15 Other expenses		
Councillors' allowances	135,204	128,428
Operating lease rentals	85,818	90,706
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquitals	30,195	29,895
Decrease in fair value of asset held for resale	15,240	-
Auditors' remuneration - Internal	16,875	10,250
Other	40,254	9,546
Total other expenses	323,586	268,825



	2016	2015
	\$	\$
Note 16 Investments in associates, joint ventures and subsidiaries		
Investments in associates accounted for by the equity method are:		
- Wimmera Regional Library Corporation	357,361	368,397
- Wimmera Development Association	35,514	34,838
Wimmera Regional Library Corporation		
<i>Background</i>		
Council's investment in the Wimmera Regional Library Corporation is based on the equity method of accounting. Refer Note 1 (e).		
Council's interest in equity.	11.43%	11.79%
Fair value of Council's investment in Wimmera Regional Library Corporation	<u>357,361</u>	<u>368,397</u>
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	164,492	204,395
Reported surplus(deficit) for year	169	16,551
Transfers (to) from reserves	1,383	(13,599)
Change in equity share apportionment	(4,970)	(42,855)
Council's share of accumulated surplus(deficit) at end of year	<u>161,074</u>	<u>164,492</u>
Council's share of reserves		
Council's share of reserves at start of year	203,904	134,491
Transfers (to) from reserves	(1,383)	13,599
Change in equity share apportionment	(6,234)	55,814
Council's share of reserves at end of year	<u>196,287</u>	<u>203,904</u>
Movement in carrying value of specific investment		
Carrying value of investment at start of year	368,397	338,887
Share of surplus(deficit) for year	169	16,551
Share of asset revaluation	-	-
Change in equity share apportionment	(11,205)	12,959
Carrying value of investment at end of year	<u>357,361</u>	<u>368,397</u>
Council's share of expenditure commitments		
Operating commitments	-	-
Capital commitments	-	-
Council's share of expenditure commitments	<u>-</u>	<u>-</u>



Note 16 Investments in associates, joint ventures and subsidiaries (cont)	2016	2015
	\$	\$
Wimmera Development Association		
<i>Background</i>		
Council's investment in the Wimmera Development Association is based on the equity method of accounting. Refer Note 1 (e).		
Summarised financial information		
Council's interest in equity.	7.76%	7.76%
Fair value of Council's investment in Wimmera Development Association	35,514	34,838
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	24,121	29,433
Reported surplus/(deficit) for year	675	5,439
Transfers (to) from reserves	(899)	(406)
Change in equity share apportionment	406	(10,345)
Council's share of accumulated surplus/(deficit) at end of year	24,303	24,121
Council's share of reserves		
Council's share of reserves at start of year	10,717	-
Transfers (to) from reserves	899	406
Change in equity share apportionment	(405)	10,311
Council's share of reserves at end of year	11,211	10,717
Movement in carrying value of specific investment		
Carrying value of investment at start of year	34,838	29,433
Share of surplus/(deficit) for year	675	5,439
Share of asset revaluation	-	-
Change in equity share apportionment	1	(34)
Carrying value of investment at end of year	35,514	34,838
Council's share of expenditure commitments		
Operating commitments	-	-
Capital commitments	-	-
Council's share of expenditure commitments	-	-
Council's share of contingent liabilities and contingent assets		
Total Investment in Associates		
Wimmera Regional Library Corporation	357,361	368,397
Wimmera Development Association	35,514	34,838
	392,875	403,235



	2016	2015
	\$	\$
Note 17 Cash and cash equivalents		
Cash on hand	1,270	1,270
Cash at bank	2,469,703	7,792,027
Cash deposits	6,092,273	967,181
	<u>8,563,246</u>	<u>8,760,478</u>
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Unspent Grants (Note 6)	406,940	162,780
- Trust funds, deposits and fire service levy (Note 24)	35,655	73,397
Total restricted funds	<u>442,595</u>	<u>236,177</u>
Total unrestricted cash and cash equivalents	<u>8,120,651</u>	<u>8,524,301</u>
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	714,450	388,000
- Cash held to fund long service leave provision	1,289,849	1,188,620
- Cash held for 2015-2016 grant revenue received in advance	-	2,477,842
- Other discretionary reserves	1,696,654	839,634
Total funds subject to intended allocations	<u>3,700,953</u>	<u>4,894,096</u>
Note 18 Trade and other receivables		
Current		
Rates debtors	254,526	254,149
Provision for doubtful debts - rates	(90,978)	(83,070)
Loans and advances to community organisations	-	15,000
Other debtors		
- Sundry Debtors	393,616	358,833
- GST Receivable	41,371	47,558
- Employee Superannuation	(1,416)	(140)
Provision for doubtful debts - other debtors	(3,051)	(3,417)
Total current trade and other receivables	<u>594,068</u>	<u>588,913</u>
Total trade and other receivables	<u>594,068</u>	<u>588,913</u>
(a) Ageing of Receivables		
At balance date other sundry debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:		
Current (not yet due)	327,523	9,728
Past due by up to 30 days	21,812	237,665
Past due between 31 and 180 days	336	13,758
Past due between 181 and 365 days	2,760	54,289
Past due by more than 1 year	41,185	43,393
Total trade & other receivables	<u>393,616</u>	<u>358,833</u>
(b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	83,070	83,070
New Provisions recognised during the year	7,908	-
Amounts already provided for and written off as uncollectible	-	-
Amounts provided for but recovered during the year	-	-
Balance at end of year	<u>90,978</u>	<u>83,070</u>
Note 19 Inventories		
Inventories held for distribution	178,731	166,043
Total inventories	<u>178,731</u>	<u>166,043</u>



	2016	2015
	\$	\$
Note 20 Non current assets classified as held for sale		
Fair value of land held for resale	19,000	20,000
Total non current assets classified as held for sale	<u>19,000</u>	<u>20,000</u>
Note 21 Other assets		
Prepayments	74,649	84,093
Accrued income	-	95,783
Total other assets	<u>74,649</u>	<u>179,876</u>



Note 22 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Accumulated Depreciation	WDV 30 June 2016	At Fair Value 30 June 2015	Accumulated Depreciation	WDV 30 June 2015
Land	4,100,500	(915,173)	3,185,327	3,930,514	(791,386)	3,139,128
Buildings	31,733,413	(16,229,091)	15,504,322	30,924,460	(15,769,300)	15,155,160
Plant and Equipment	9,055,612	(5,870,725)	3,184,888	8,902,308	(5,646,408)	3,255,900
Infrastructure	223,067,701	(77,637,146)	145,430,556	218,126,018	(72,853,306)	145,272,711
Work in progress	136,288	-	136,288	704,291	-	704,291
	<u>268,093,513</u>	<u>(100,652,135)</u>	<u>167,441,380</u>	<u>262,587,591</u>	<u>(95,060,400)</u>	<u>167,527,190</u>

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	624,646	1,000	(624,646)	-	1,000
Plant and Equipment	33,799	27,258	(33,799)	-	27,258
Infrastructure	45,846	108,030	(45,846)	-	108,030
Total	<u>704,291</u>	<u>136,288</u>	<u>(704,291)</u>	<u>-</u>	<u>136,288</u>



Note 22 Property, infrastructure, plant and equipment (cont'd)

Land and Buildings	Note	Land - specialised	Land - non specialised	Land improvements	Total Land	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
At fair value 1 July 2015		952,900	66,000	2,911,614	3,930,514	58,800	29,653,160	1,212,500	30,924,460	624,646	35,479,620
Accumulated depreciation at 1 July 2015		-	-	(791,386)	(791,386)	(45,044)	(15,196,327)	(527,929)	(15,769,300)	-	(16,560,686)
		952,900	66,000	2,120,228	3,139,128	13,756	14,456,833	684,571	15,155,160	624,646	18,918,934
Movements in fair value											
Acquisition of assets at fair value		-	-	17,867	17,867	-	489,226	-	489,226	-	507,093
Revaluation increments/decrements		-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed		-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	-
Transfers		-	-	152,119	152,119	-	319,727	-	319,727	(623,646)	151,800
		-	-	169,986	169,986	-	808,953	-	808,953	(623,646)	355,293
Movements in accumulated depreciation											
Depreciation and amortisation		-	-	(123,787)	(123,787)	(1,058)	(568,289)	(22,004)	(591,351)	-	(715,138)
Accumulated depreciation of disposals		-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	-
Transfers		-	-	-	-	-	131,560	-	131,560	-	131,560
		-	-	(123,787)	(123,787)	(1,058)	(436,729)	(22,004)	(459,791)	-	(583,578)
At fair value 30 June 2016		952,900	66,000	3,081,600	4,100,500	58,800	30,462,113	1,212,500	31,733,413	1,000	35,834,913
Accumulated depreciation at 30 June 2016		-	-	(915,173)	(915,173)	(46,102)	(15,633,056)	(549,933)	(16,229,091)	-	(17,144,264)
		952,900	66,000	2,166,427	3,185,327	12,698	14,829,057	662,567	15,504,322	1,000	18,690,649



Note 22 Property, infrastructure, plant and equipment (cont'd)

Plant and Equipment	Note	Plant machinery and equipment	Fixtures fittings and furniture	Work In Progress	Total plant and equipment
At fair value 1 July 2015		7,597,006	1,305,302	33,799	8,936,107
Accumulated depreciation at 1 July 2015		<u>(4,500,087)</u>	<u>(1,146,321)</u>	-	(5,646,408)
		3,096,919	158,981	33,799	3,289,699
Movements in fair value					
Acquisition of assets at fair value		908,165	38,796	-	946,961
Revaluation increments/decrements		-	-	-	-
Fair value of assets disposed		(800,198)	-	-	(800,198)
Impairment losses recognised in operating result		-	-	-	-
Transfers		33,799	(27,258)	(6,541)	-
		<u>141,766</u>	<u>11,538</u>	<u>(6,541)</u>	146,763
Movements in accumulated depreciation					
Depreciation and amortisation		(815,001)	(56,910)	-	(871,911)
Accumulated depreciation of disposals		647,594	-	-	647,594
Impairment losses recognised in operating result		-	-	-	-
Transfers		-	-	-	-
		<u>(167,407)</u>	<u>(56,910)</u>	-	(224,317)
At fair value 30 June 2016		7,738,772	1,316,840	27,258	9,082,870
Accumulated depreciation at 30 June 2016		<u>(4,667,494)</u>	<u>(1,203,231)</u>	-	(5,870,725)
		3,071,278	113,609	27,258	3,212,145



Note 212 Property, infrastructure, plant and equipment (cont'd)

Infrastructure	Note	Roads	Bridges	Footpaths and cycleways	Drainage	Work In Progress	Total Infrastructure
At fair value 1 July 2015		196,014,405	3,449,294	3,974,252	14,688,067	45,846	218,171,864
Accumulated depreciation at 1 July 2015		(61,974,449)	(1,761,111)	(630,102)	(8,487,644)	-	(72,853,306)
		134,039,956	1,688,183	3,344,150	6,200,423	45,846	145,318,558
Movements in fair value							
Acquisition of assets at fair value		4,412,817	432,102	103,220	55,727	-	5,003,867
Revaluation increments/decrements		-	-	-	-	-	-
Fair value of assets disposed		-	-	-	-	-	-
Impairment losses recognised in operating result		-	-	-	-	-	-
Transfers		(92,295)	30,111	-	-	62,184	-
		4,320,522	462,213	103,220	55,727	62,184	5,003,867
Movements in accumulated depreciation							
Depreciation and amortisation		(4,451,922)	(45,676)	(79,887)	(206,355)	-	(4,783,840)
Accumulated depreciation of disposals		-	-	-	-	-	-
Impairment losses recognised in operating result		-	-	-	-	-	-
Transfers		-	-	-	-	-	-
		(4,451,922)	(45,676)	(79,887)	(206,355)	-	(4,783,840)
At fair value 30 June 2016		200,334,927	3,911,507	4,077,472	14,743,794	108,030	223,175,731
Accumulated depreciation at 30 June 2016		(66,426,371)	(1,806,787)	(709,989)	(8,693,999)	-	(77,637,146)
		133,908,556	2,104,720	3,367,483	6,049,795	108,030	145,538,585



Note 22 Property, infrastructure, plant and equipment cont'd

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer [Mr Ian Wilson, Contract Valuer, Australian Property Institute member 7297]. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Land	-	66,000	-
Specialised land	-	-	952,900
Land improvements	-	-	2,166,427
Heritage buildings	-	-	12,698
Buildings - specialised	-	-	662,567
Buildings - non specialised	-	14,829,057	-
Total	-	14,895,057	3,7945,592

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Mr Des White Adv Dip, E.T., Local Government Engineer as at 30 June 2014. The condition assessment and valuation of the roads was done by Mr Peter Moloney of Moloney Asset Management Systems.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Roads	-	-	133,908,557
Bridges	-	-	2,104,720
Footpaths and cycleways	-	-	3,367,483
Drainage	-	-	6,049,795
	-	-	-
Total	-	-	145,430,556



Note 22 Property, infrastructure, plant and equipment (cont'd)

2016
\$

2015
\$

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 30% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$350 to \$1,700 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 40 years to 60 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

Municipal Office Land	103,000	103,000
Waste Disposal Land	116,000	116,000
Community Services Land	83,500	83,500
Infrastructure and Works Operations Land	324,500	324,500
Recreational and Sundry Council Land	325,900	325,900
Total specialised land	952,900	952,900



	2016 \$	2015 \$
Note 23 Trade and other payables		
Trade payables	716,113	529,535
Accrued Salaries	119,434	51,441
Accrued expenses	1,777	67,242
Total trade and other payables	837,324	648,218

	2016 \$	2015 \$
Note 24 Trust funds and deposits		
Refundable Trust Kaniva Rotary Club	15,000	15,000
Refundable deposits	5,796	3,796
Refundable Trust Newlands lake restoration	3,359	3,359
Refundable Trust Lake Wallace committee proceeds	2,274	2,274
Refundable Trust Edenhope skateboard park fund	960	960
Refundable Trust Kaniva skateboard park fund raising	55	55
Refundable Trust Kaniva R/Res improvement fund	-	46,118
Refundable Kindergarten Photography Deposits	-	450
Fire services levy	8,211	1,385
Total trust funds and deposits	35,655	73,397

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

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

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

	Annual Leave	Long Service Leave	Rostered Days Off	Time In Lieu	Total
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2016					
Balance at beginning of the financial year	777,080	1,188,620	51,553	61,835	2,079,088
Additional provisions	444,886	164,953	203,309	59,729	872,877
Amounts used	(472,026)	(153,222)	(192,221)	(76,553)	(894,022)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	16,329	89,498	-	-	105,827
Balance at the end of the financial year	766,269	1,289,849	62,641	45,011	2,163,770
2015					
Balance at beginning of the financial year	668,536	1,135,117	48,349	52,646	1,904,648
Additional provisions	499,963	61,660	188,035	85,493	835,151
Amounts used	(398,187)	(101,369)	(184,831)	(76,304)	(760,691)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	6,768	93,212	-	-	99,980
Balance at the end of the financial year	777,080	1,188,620	51,553	61,835	2,079,088



Note 25 Provisions (cont'd)	2016	2015
	\$'000	\$'000
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	486,445	495,646
Long service leave	140,771	131,801
Rostered Days Off	62,641	51,553
Time In Lieu	45,010	61,835
	<u>734,867</u>	<u>740,835</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	279,825	281,434
Long service leave	922,042	871,239
	<u>1,201,867</u>	<u>1,152,673</u>
Total current employee provisions	<u>1,936,734</u>	<u>1,893,508</u>
Non-current		
Long service leave	227,036	185,580
Total non-current employee provisions	<u>227,036</u>	<u>185,580</u>
Aggregate carrying amount of employee provisions:		
Current	1,936,734	1,893,508
Non-current	227,036	185,580
Total aggregate carrying amount of employee provisions	<u>2,163,770</u>	<u>2,079,088</u>
Note 26 Interest-bearing loans and borrowings		
Current		
Borrowings - secured (1)	123,614	117,399
	<u>123,614</u>	<u>117,399</u>
Non-current		
Borrowings - secured (1)	163,910	287,524
	<u>163,910</u>	<u>287,524</u>
Total	<u>287,524</u>	<u>404,923</u>
(1) Borrowings are secured by a lien over Council's rate revenue.		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	123,614	117,399
Later than one year and not later than five years	163,910	287,524
	<u>287,524</u>	<u>404,923</u>



Note 27 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Share of increment (decrement) on revaluation by an associate	Balance at end of reporting period
	\$	\$	\$	\$
(a) Asset revaluation reserves				
2016				
Property				
Land	724,387	-	-	724,387
Land Improvements	198,041	-	-	198,041
Buildings	9,485,014	-	-	9,485,014
	10,407,442	-	-	10,407,442
Infrastructure				
Roads	115,390,721	-	-	115,390,721
Bridges	575,750	-	-	575,750
Footpaths and cycleways	5,808,546	-	-	5,808,546
Drainage	3,908,826	-	-	3,908,826
	125,683,843	-	-	125,683,843
Total asset revaluation reserves	136,091,285	-	-	136,091,285
2015				
Property				
Land	300,535	423,852	-	724,387
Land Improvements	198,041	-	-	198,041
Buildings	9,485,014	-	-	9,485,014
	9,983,590	423,852	-	10,407,442
Infrastructure				
Roads	115,390,721	-	-	115,390,721
Bridges	575,750	-	-	575,750
Footpaths and cycleways	5,808,546	-	-	5,808,546
Drainage	3,908,826	-	-	3,908,826
	125,683,843	-	-	125,683,843
Total asset revaluation reserves	135,667,433	423,852	-	136,091,285
The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.				
	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2016				
Plant replacement	270,647	-	68,777	339,424
Crabtree trust	25,961	-	649	26,610
Quarry restoration	101,593	-	2,540	104,133
Capital improvement	273,495	-	6,766	280,261
Rates revaluation	127,088	(103,408)	71,668	95,348
Elections	40,850	-	34,650	75,500
Kindergarten operation	-	-	60,928	60,928
Carried Forward Project Reserve	-	-	714,450	714,450
Total Other reserves	839,634	(103,408)	960,428	1,696,654
2015				
Plant replacement	264,046	-	6,601	270,647
Crabtree trust	25,328	-	633	25,961
Quarry restoration	99,115	-	2,478	101,593
Capital improvement	266,824	-	6,671	273,495
Rates revaluation	77,338	(20,674)	70,424	127,088
Elections	20,000	-	20,850	40,850
Total Other reserves	752,651	(20,674)	107,657	839,634
Total Reserves				
2016	136,930,919	(103,408)	960,428	137,787,939
2015	136,420,084	403,178	107,657	136,930,919



Note 27 Reserves (cont'd)

Description of nature and purpose of each of Council's discretionary reserves are:

- (i) The Plant Replacement is funded by the Plant Operating Surplus and is maintained to replace all Major Items of Plant and Equipment but excludes utility and fleet replacements.
- (ii) Crabtree Trust Reserve was bequeathed to Council to provide funds for the upgrade of facilities at the Lake Charlegrark Reserve.
- (iii) The Quarry Restoration Reserve was generated via a charge against the sale price of quarry stocks that was retained to restore the quarry sites to natural levels once quarrying has ceased. There have been no further charges (other than nominal interest) generated for this reserve since 1997/98 financial year as the retained reserve is considered adequate to undertake restoration works.
- (iv) Capital Improvement Reserve is generated via transfers from Surplus Funds from time to time as determined by council for use on any significant capital infrastructure projects.
- (v) Rates Revaluation Reserve provides funds to undertake each property revaluation for rating purposes every two years.
- (vi) The Elections Reserve provides funds to undertake Council Elections every 4th year.
- (vii) The Kindergarten Operation Reserve provides that unspent budgeted funds from each year are brought forward and made available for kindergarten spending in future years. In this way any negative effects of falling enrollments can be minimised.
- (viii) The Carried Forward Projects Reserve provides for all budgeted amounts which have not been spent as at 30 June and which are required to be carried forward to the next financial year and are not budgeted in the next financial year.



	2016	2015
	\$	\$
Note 28 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	(489,228)	1,604,831
Depreciation/amortisation	6,370,889	6,663,316
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(119,506)	(56,624)
Finance Costs	13,634	23,315
Share of net (profit)/loss of associates	(845)	(21,990)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(5,155)	1,159,438
Decrease in prepayments	9,444	110,041
Increase/(decrease) in accrued income	95,783	(99,396)
Increase/(decrease) in trade and other payables	189,106	(6,186)
(Decrease)/increase in other assets & liabilities	(6,462)	34,530
(Increase)/decrease in inventories	(12,688)	30,528
Increase/(Decrease) in provisions	84,682	174,320
Net cash provided by/(used in) operating activities	<u>6,129,654</u>	<u>9,616,123</u>
Note 29 Financing arrangements		
Bank overdraft	2,000,000	2,000,000
Credit card facilities	16,000	16,000
Total facilities	<u>2,016,000</u>	<u>2,016,000</u>
Used facilities	-	-
Unused facilities	<u>2,016,000</u>	<u>2,016,000</u>



Note 30 Commitments

The Council has entered into the following commitments

2016	Not later than 1	Later than 1 year	Later than 2 years	Later than 5	Total
	year	and not later than 2 years	and not later than 5 years	years	
	\$	\$	\$	\$	\$
Operating					
Building Control Services	-	-	-	-	-
Caravan park caretaker	18,200	9,100	-	-	27,300
Cleaning of council buildings	221,384	-	-	-	221,384
Garbage collection	72,650	-	-	-	72,650
Grass maintenance	83,938	-	-	-	83,938
Meals for delivery	88,583	-	-	-	88,583
Recycling	71,775	-	-	-	71,775
Service of transfer station bins	63,996	-	-	-	63,996
Street cleaning services	203,176	-	-	-	203,176
Swimming pool management	141,700	-	-	-	141,700
Valuation services	11,418	102,764	-	-	114,182
Total	976,820	111,864	-	-	1,088,684
Capital					
Plant and Equipment	-	-	-	-	-
Total	-	-	-	-	-

2015	Not later than 1	Later than 1 year	Later than 2 years	Later than 5	Total
	year	and not later than 2 years	and not later than 5 years	years	
	\$	\$	\$	\$	\$
Operating					
Building Control Services	34,560	-	-	-	34,560
Caravan park caretaker	18,200	18,200	9,100	-	45,500
Cleaning of council buildings	221,384	221,384	-	-	442,768
Garbage collection	145,300	72,650	-	-	217,950
Grass maintenance	41,349	-	-	-	41,349
Meals for delivery	106,300	88,583	-	-	194,883
Recycling	95,700	71,755	-	-	167,455
Service of transfer station bins	95,995	63,996	-	-	159,991
Street cleaning services	203,176	203,176	-	-	406,352
Swimming pool management	138,800	141,200	-	-	280,000
Valuation services	108,818	-	114,182	-	223,000
Total	1,209,582	880,944	123,282	-	2,213,808
Capital					
Plant and Equipment	60,000	-	-	-	60,000
Total	60,000	-	-	-	60,000



	2016	2015
	\$	\$
Note 31 Operating leases		
(a) Operating lease commitments		
At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	80,665	86,813
Later than one year and not later than five years	75,793	123,414
Later than five years	-	-
	156,458	210,227

Note 32 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

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

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

Funding arrangements

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

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa
Salary information 4.25% pa
Price inflation (CPI) 2.5% pa.



Note 32 Superannuation (cont'd)

Vision Super has advised that the estimated VBI at 30 June 2016 was 102.0%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

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

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$130.8 million; and
- A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$121,400

Note 33 Contingent liabilities and contingent assets

Contingent liabilities

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 31. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Guarantees for loans to other entities

There are no loans to other entities at balance date

Contingent assets

Council has no contingent assets at balance date.



Note 34 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

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

Interest rate risk

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

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

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

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

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 32.

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

(d) Liquidity risk

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

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 32, and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 25.

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



Note 34 Financial instruments (cont'd)

(e) Fair value

Fair value hierarchy

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

(f) Sensitivity disclosure analysis

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

- A parallel shift of + 1% and -1% in market interest rates (AUD) from year-end rates of 3.0%.

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



Note 35 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors	Councillor Annette Jones (Mayor) Councillor Ron Hawkins Councillor Bruce Meyer Councillor Richard Wait Councillor Warren Wait
Chief Executive Officer	Mr David Leahy (from 31 January 2016 to 30 June 2016) Mr Mark Crouch (from 1 July 2015 to 29 January 2016)

(ii) Remuneration of Responsible Persons

The numbers of Responsible Persons whose total remuneration from Council and any related entities, excluding retirement benefits, fall within the following bands:

	2016 No.	2015 No.
\$10,000 - \$19,999	4	3
\$20,000 - \$29,999	-	1
\$30,000 - \$39,999	-	1
\$40,000 - \$49,999	1	-
\$70,000 - \$79,999	1	-
\$190,000 - \$199,999	-	1
\$210,000 - \$219,999	1	-
	7	6

Total Remuneration for the reporting year for Responsible Persons included above amounted to:

417,307	307,057
---------	---------

(iii) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$139,000

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

	2016 No.	2015 No.
Income Range:		
\$160,000 - \$169,999	2	2
	2	2

Total Remuneration for the reporting year for Senior Officers included above, amounted to

339,191	318,744
---------	---------

(iv) Responsible persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of responsible persons was \$nil (2015 - \$nil)

(v) Loans to responsible persons

Council did not have any loans to responsible persons during 2015-2016.

(vi) Transactions with responsible persons

Council did not engage in any transactions with responsible persons during 2015-2016.

Note 36 Events occurring after balance date

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



Certification of the Financial Statements

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

Mr Ashley Roberts CPA
Principal Accounting Officer

Date : 15 September 2016

Edenhope

In our opinion the accompanying financial statements present fairly the financial transactions of West Wimmera Shire Council for the year ended 30 June 2016 and the financial position of the Council as at that date.

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

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

Cr Annette Jones

Mayor

Date : 15 September 2016

Edenhope

Cr Ron Hawkins

Councillor

Date : 15 September 2016

Edenhope

Mr David Leahy

Chief Executive Officer

Date : 15 September 2016

Edenhope



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INDEPENDENT AUDITOR'S REPORT

To the Councillors, West Wimmera Shire Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the West Wimmera Shire Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

The Councillors' Responsibility for the Financial Report

The Councillors of the West Wimmera Shire Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report 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 financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, 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 financial report 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 appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

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 the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the West Wimmera Shire Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
20 September 2016


Andrew Greaves
Auditor-General



West Wimmera Shire Council **Annual Budget Report – 2016/2017**

This Budget Report has been prepared with reference to Chartered Accountants ANZ “Victorian City Council Model Budget 2016/2017” a best practice guide for reporting local government budgets in Victoria.

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Mayor's introduction

The Councillors and I are pleased to release the proposed Budget 2016/17 to the Community for comment and public submissions. This budget builds on our Council Plan 2013-2017 vision which focuses on the following six key areas:

- Increase economic activity through the support of existing businesses and new investment
- Increased community amenity - protect unique values of our rural communities
- Improve communication and community engagement activities of Council
- Increase community confidence in Council service levels
- Delivering quality human services
- Strengthen the culture and the governance of the organisation

The Council Plan 2013-2017 (Year 4), sets out our strategic plan to deliver our vision over the full term of the Council. As this is the final year of the current Council term, the focus over the next year will be on completion of our current commitments.

The proposed budget details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our Council's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

As Councillors, it is our job to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council has initiated an enterprise wide approach to identify savings that don't impact on its services, to provide increased value for money to ratepayers. Council will, with the introduction of rate capping in 2016, continue to focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community

The proposed budget proposes a rate increase of 2.5 per cent. This is in line with the new Fair Go Rates System (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI).

In addition to this cap on Council's ability to raise funds through rates, the Australian Government has retained a freeze on the previously annually indexed Financial Assistance Grants (FAGs) that it provides to local government (via the allocations of the Victoria Grants Commission). This ongoing freeze has resulted in Council losing approximately \$0.29 million in funding since 2014/15. For West Wimmera this amounts to approximately 4% of our anticipated 2016/17 rates revenue.

To combat this Council has identified considerable cost savings and efficiency gains during the 2016/17 budget process - this can be evidenced by the \$109,000 decline in budgeted materials and services expenditure from the previous year. Capital expenditure has also been trimmed by \$425,000 to ensure that Council maintains a balanced cash budget and does not spend cash it does not have.

Our capital works program maintains a strong commitment to renewing our assets, calling for \$5.98 million in total capital expenditure, of which \$5.41 million is renewal works, and \$0.40 million upgrade of existing assets. Of the total \$5.98 million, \$3.70 million will be spent on renewing and upgrading our road network.

However, Council will budget for an operating loss by the time depreciation expense is factored in. Depreciation expense is an accounting measure designed to show how much in dollar terms our assets are being consumed by use and wear and tear each year. Council will commit to undertaking detailed asset analysis works to ensure we are providing the correct amount and types of assets our community requires, and that we can sufficiently fund the ongoing renewal of these assets.

Council proposes no new borrowings for the 2016/17 and remains on target to extinguish all existing debt by 30 June 2019.

In this proposed budget we have allocated funding of \$5.98 million for capital works, with the majority of this (\$5.41 million) being spent on renewing our existing assets. Highlights of the capital program include;

- roads (\$3.70 million) – including reconstructions, roads to recovery projects, resheeting and kerb and channel works
- footpaths (\$0.11 million)
- buildings works (\$0.65 million), including structural repair works on the Kaniva Hall, and works on the Edenhope community hub
- urban and rural drains (\$0.10 million)
- plant and equipment (\$1.31 million) – including information technology, and scheduled replacement of Council's heavy plant and light vehicle fleet.

Our focus for the next year is to continue to deliver on the projects and services that make our Shire a great place to live in and respond to the challenges we are currently facing. We have budgeted to maintain service levels at a minimum at same level as 2015/16.

This is the first year of the Fair Go Rates System and while Council proposes a rate increase that is in line with the 2.5 per cent cap, the actual rate increases experienced by individual ratepayers will be different due to this being a municipal revaluation year. In a revaluation year, rate increases are impacted by the average rate increase (2.5 per cent) and the property valuation increases of individual properties relative to the average across the municipality. If your property increased by more in value than the average for West Wimmera (8.1 per cent), your rates will increase by more than 2.5 per cent while if your property value increased by less than the 8.1 per cent average your rates will increase by less than 2.5 per cent and may in fact reduce from the previous year.

The proposed budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our revised Council Plan 2013-2017 and I look forward to receiving your submission.

Cr Annette Jones
Mayor

Executive Summary

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013/17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects an operating deficit of \$0.27m for 2016/17, however, in cash terms Council is making significant savings, with our cash balances actually increasing by \$0.55m over the year.

1. Key things we are funding

- 1) Ongoing delivery of services to the West Wimmera community funded by a budget of \$18.6m. These services are summarised in Section 2.1.
- 2) Continued investment in Infrastructure assets (\$5.98m) primarily for renewal works. This includes roads (\$3.70m); bridges (\$0.05m); footpaths and bicycle paths (\$0.11m); buildings (\$0.65m); drainage (\$0.1m); and plant and equipment (\$1.31m). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

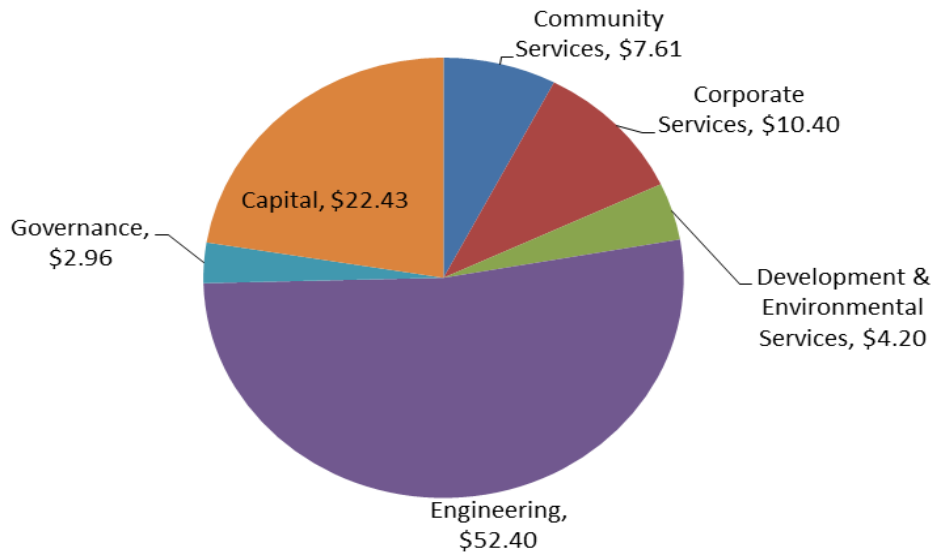
2. The Rate Rise

- a. The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System.
- b. Key drivers
 - i. To fund ongoing service delivery – business as usual
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with cost shifting from the State Government (refer Paragraph 7)
 - iv. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant .
- c. This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. The waste service charge incorporating kerbside collection and recycling will increase by 2.5% per property.
- e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.
- f. Refer Section 6 for further Rates and Charges details.

3. Key Statistics

- Total Revenue: \$18.60M (2015/16 = \$16.23M)
- Total Expenditure: \$18.87M (2015/16 = \$18.34M)
- Accounting Result: \$0.27M Deficit (2015/16 = \$2.10M Deficit)
(Refer Income Statement in Section 3)
(Note: Based on total income of \$18.60M which includes capital grants and contributions)
- Underlying operating result: Deficit of \$0.62M (2015/16 = Deficit of \$2.28M)
(Refer Analysis of operating Budget in Section 10.1)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Cash result: \$0.55M Surplus (2015/16 = \$2.09M Deficit)
(Refer Statement of Cash Flows in Section 3)
This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- Total Capital Works Program of \$5.97M
 - o \$3.25M from Council operations (rates funded)
 - o \$0.0M from borrowings
 - o \$0.33M from asset sales
 - o \$2.39M from external grants

Net Cost per \$100 of rates:



4. Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5%.
- State-wide CPI is forecast to be 2.5% for the 2016/17 year.
- The Victorian Wage Price Index is projected to be 3.25% in 2016/17.
- Ongoing freeze in Victoria Grants Commission funding.
- On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. More information and examples are shown in the section below.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- Higher than expected wage increases of 5% per annum resulting in additional ongoing employee costs of \$0.46 million per annum.
- Council's commitment to maintaining services to at least current levels and to provide sufficient resources to undertake works required to address the Council Plan.
- Increased salary costs in accordance with the Enterprise Bargaining Agreement (EBA) at minimum 2.7% per annum.

5. State Budget wish list

- Local government infrastructure funding
 - o Buildings
 - o Roads
- Adequate funding to maintain arterial (c-class) roads
 - o Routes to Portland
- Water security West Wimmera townships
 - o Edenhope
 - o Harrow
- Sewering of Goroke Township
- Fully funded school crossing supervisors
- Funding for initiatives for West Wimmera small settlements and communities of interest as defined in Regional Strategic Growth Plans
- Feasibility and business case funding for investment as nominated in the WSM Regional Transport Strategy
 - o Zero to Nhill Trail
- Funding for projects as nominated in the WSM Regional Transport Strategy
 - o Walking tracks and paths in parks and towns

6. Cost Shifting

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Type 1: Cost Shifting for Specific Services

Examples:

1. Home and Community Care (HACC) - new funding arrangements such as National Disability Insurance Australia and Consumer Directed Care have introduced a significant administrative burden on Council
2. Library Services - the state contribution for library services continues to decline as a percentage of total library funding with a greater burden being placed onto Council
3. School Crossing Supervision - Council continues to subsidise this service

Type 2: Loss of funding in General

Examples:

4. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17). The cumulative impact on West Wimmera Shire Council for the three years totals \$0.29m, which equates to approximately 4% of total rates forecast for 2016/17.

Type 3: Statutory fee that prohibits full cost recovery

Examples:

8. Planning fees (set by the State and have been frozen for most of the past 14 years)

Type 4: Statutory requirements lead to increased costs

Examples:

14. Line clearance (cutting back tree branches around power lines)
15. New national policy of 15 hours kinder for four-year olds

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

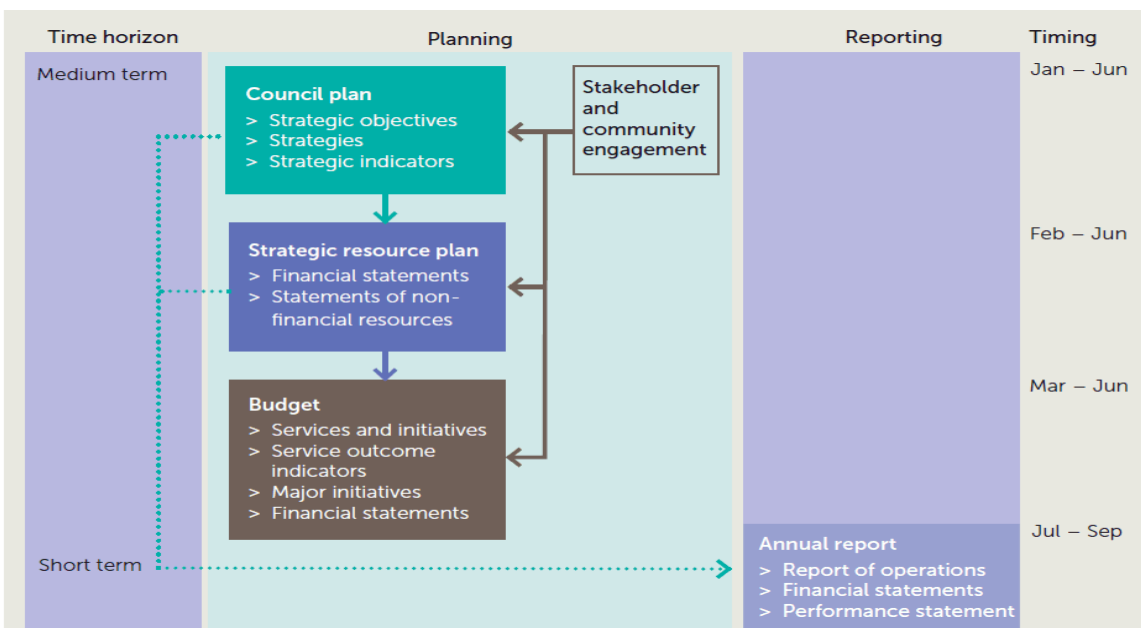
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Strategic Resource Plan, is part of and prepared in conjunction with the Council Plan, and is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning (Formerly the Department of Transport, Planning and Local Infrastructure)

In addition to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our purpose

Our vision

West Wimmera Shire delivers the very best experience and opportunity that rural living has to offer.

Our mission

West Wimmera Shire Council will work in partnership with the community, business and government to develop and enhance a productive, healthy and safe community by providing leadership, services, advocacy and good governance.

Our values

- We will consult and engage our communities in all key issues
- We will act honestly, ethically and with fairness
- We will act innovatively to provide quality services and strong advocacy
- We will ensure professional and effective levels of Council governance

1.3 Strategic objectives

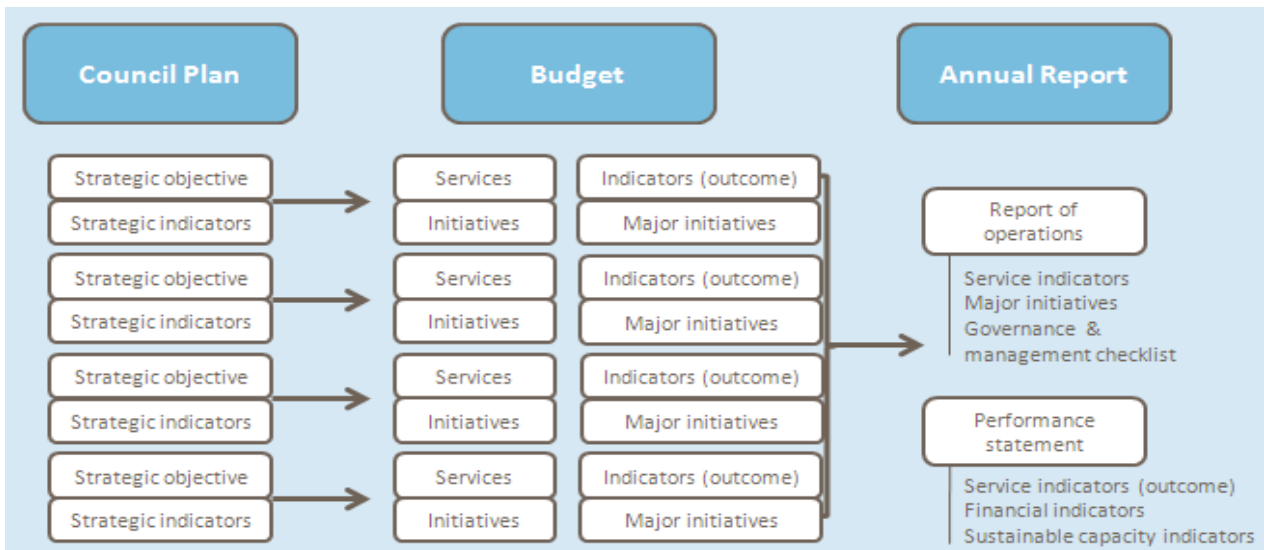
Council delivers activities and initiatives under 34 major service categories. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the 2013-17 years. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Increase economic activity through the support of existing businesses and new investment	West Wimmera Shire seeks to: <ul style="list-style-type: none"> • Increased employment opportunities • Identify investment opportunities • Target employment and training opportunities for young people • Provide support for existing businesses • Support Partnerships with other agencies
2. Increased community amenity - protect unique values of our rural communities	West Wimmera Shire seeks to: <ul style="list-style-type: none"> • Support local businesses to develop their enterprises • Promote the local environment to attract tourists to extend their stay • Provide an attractive community for local residents • Protect natural amenity within townships
3. Improve communication and community engagement activities of Council	West Wimmera Shire seeks to: <ul style="list-style-type: none"> • Promote Council achievements to the local community and to stakeholders • Communicate service levels to the community to build understanding of Council priorities • Improve information about Council activities to the community • Provide opportunities for engagement of Council by the community • Support the significant volunteer contribution to the amenity and services in the community • Support the application of ICT within Council and community
4. Increase community confidence in Council service levels	West Wimmera Shire seeks to: <ul style="list-style-type: none"> • Establish an annual service review process to inform budget allocations • Enable Council to plan/review the viability of Council services • Enable Council to match community expectation by promoting service level information • Enable Council staff to confidently deliver Council priorities • Enable Council to plan/review the viability of Council services

Strategic Objective	Description
5. Delivering quality human services	West Wimmera Shire seeks to: <ul style="list-style-type: none"> ● Support services to families ● Balance low numbers and delivery costs that may restrict service delivery ● Provide community with a statement of intent to identify service levels and enable planning ● Appreciate the requirements of an ageing demographic and declining population ● Seamless service delivery across agencies
6. Strengthen the culture and governance of the organisation	West Wimmera Shire seeks to: <ul style="list-style-type: none"> ● Future proof the viability of Council operations ● Provide leadership and advocacy for community priorities ● Ensure Council financial sustainability ● Work collaboratively with regional networks ● Adhere to Codes of Conduct for elected members and staff

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1: Increase economic activity through the support of existing businesses and new investment

To achieve this objective we will continue to implement initiatives identified in Council's Economic Development Strategy and Council Tourism Development Strategy. Some of the major initiatives are described below.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Aerodrome	This service area provides for maintaining the operation of the Edenhope Aerodrome.	7 <u>0</u> 7
Business and Economic Development	The business and economic development service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	405 <u>-21</u> 384
Tourism and Events	This service has the responsibility to frame and respond to the challenges of social inclusion that present to Council. It is the responsibility of this service to ensure that issues that arise and situations and trends that develop of a social policy nature are responded to appropriately by Council.	57 <u>0</u> 57

Initiatives

- 1.1 Council will incorporate apprenticeship and trainee positions in the Council workforce. Positions will be incorporated as part of Council workforce planning.
- 1.2 Council will facilitate two local business information sessions regarding apprenticeship/traineeship opportunities, to encourage businesses to consider supporting young people in their businesses. Town committees, local businesses, schools, training providers will be engaged in the information sessions.
- 1.3 Council will action all strategies identified in Council's Economic Development Strategy as being deliverable for the 2016-2017 year.
- 1.4 Council will update and promote business directory, as a resource for local residents and businesses by June 2017.
- 1.5 Council will review its Business Information Pack, including Council and other agency regulatory information, to assist business compliance, development and planning to ensure up to date information is provided, by 31 December 2016.

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year <i>less</i> 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

2.2 Strategic Objective 2: Increased community amenity - protect unique values of our rural communities

To achieve this objective Council will continue its planning to identify the priorities in order to enhance community facilities and work in partnership with Community to retain and improve current amenities.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Arts & Culture	This service provides a varied ongoing program of arts and cultural events and activities, plans and develops arts and cultural facilities and infrastructure and develops policies and strategies to facilitate art practice.	29 <u>-2</u> 27
Cemeteries	This service provides management of the Kaniva and Edenhope cemeteries.	9 <u>-8</u> 1
Library Services	This service provides public library services at Edenhope and Kaniva via a contribution to the Wimmera Regional Library Corporation.	161 <u>0</u> 161
Fire Prevention & Emergency Services	This service provides for essential monitoring and management of vegetation in fire risk areas and also for the funding of emergency service activities provided by Council.	81 <u>-43</u> 38
Parks & Reserves	This service provides maintenance and management of all parks and gardens across Council.	451 <u>0</u> 451
Recreation, Sport Leisure	This service provides maintenance and management of Council's public halls and swimming pools.	303 <u>-7</u> 296
Regulatory Services	This service provides all management and enforcement of Council's Local Laws, including animal registration, control and enforcement.	87 <u>-31</u> 56

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Sanitation	This service provides for street cleaning across Council's urban centres and for management and maintenance of Council's public amenities.	248 0 248
Sport & Recreation Facilities	This service provides for management and maintenance of sporting facilities across the municipality.	37 -14 23
Street Lighting	This service provides for public lighting in Council's urban centres.	29 0 29
Waste Management	This service provides for waste management solutions, including kerbside pickup, disposal and transfer station sites.	734 -54 680

Initiatives

- 2.1 Council will implement the township amenities plan
- 2.2 Council will implement its Natural Resource Management Policy, including consideration of pest, plant and animals, statutory requirements.
- 2.3 Council will continue to support its Public Halls strategy, including staged renewal and upgrade works to Council owned and operated halls within the shire.
- 2.4 Council will continue to work to make more community projects 'shovel ready' for any suitable grant applications.
- 2.5 Council continues to support community project identified in the Social Infrastructure feasibility study projects.

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

2.3 Strategic Objective 3: Improve communication and community engagement activities of Council

To achieve this objective Council will continue to engage with the community to seek community inputs on key initiatives, inform various Council services and promote Council achievements to the community.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Information Technology	This service is responsible for the provision of information management services to Council and the community, including hardware and software solutions to enable Council to undertake its desired activities and to provide contact methodologies for our community.	372 0 372
Public Relations and Marketing	This service is responsible for the management and provision of advice on external communication, in consultation with relevant stakeholders, on behalf of Council.	72 0 72
Records Management	This service is responsible for providing and maintaining accurate and up to date record keeping facilities and archives.	72 0 72

Initiatives

- 3.1 Council will evaluate its a media and community engagement. A report shall be delivered to Council by March 2017 concerning the effectiveness of current strategy and processes.
- 3.2 Council will continue to publish a quarterly Council Newsletter, in response to community requests. The newsletter will incorporate Council and community information, and include feedback to Council. The newsletter will also be distributed to key Council stakeholders. There will be a minimum of 4 newsletters published over the year.
- 3.3 Council will improve the use of local and regional media to provide community information on Council activities, as well as strategic and emerging issues. A minimum of 10 media releases shall be provided on Council activities and developments during the 2016-2017 year. There shall be an annual information session for local and regional media aligned to the release of the 2016-2017 Annual Budget.
- 3.4 Council will review the content and use of the information pack to support community organisations access to grant funds for community projects. This will include sources of potential funding and advice on developing successful project plans and applications.
- 3.5 Council continue to advocate for better information and Communication infrastructure, including mobile services and internet access.

2.4 Strategic Objective 4: Increase community confidence in Council Service Levels

To achieve this objective Council will continue to improve responsiveness to the Customer requests. Council will review all its services to improve and rationalise service delivery in-line with available funding.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Building	This service provides statutory building services to the Council community including processing of building permits, investigations of complaints and illegal works.	139 <u>-35</u> 104
Customer Service	This service provides the main point of interaction between Council and the community. Services include over the counter advice, receipting, and administrative support to Council.	494 <u>-15</u> 479
Depot and Engineering Operations	This service provides Council with infrastructure management services, including works, engineering, contract management and inventory and stores control activities. It also includes Plant maintenance costs and all costs and income associated with plant usage.	8,802 <u>-2,011</u> 6,791
Planning	This service provides statutory building services to the Council community including processing of planning permits, investigations of complaints and illegal works.	183 <u>-17</u> 166
Quarry Operations	This service provides for materials utilised by Council in its works and construction activities.	262 <u>-262</u> 0
Roads, Bridges, Footpaths	This service provides for all maintenance and operational works undertaken on Council's roads, bridges and footpath network. It includes the contract works Council undertakes for VicRoads on state roads within the municipal boundaries.	3,262 <u>-3,923</u> -661
Stormwater Drainage	This service provides for maintenance works on Council's stormwater drainage network.	15 <u>0</u> 15
Traffic Management	This service provides for school crossing services	10 <u>-4</u> 6
Buildings & Property	This service provides for management and maintenance of Council's building portfolio	59 <u>0</u> 59

Initiatives

4.1 Council will complete all scheduled Council service level reviews and establish relevant standards of service delivery. The results of the service reviews will provide the community and other stakeholders with an understanding of Council service levels and decisions.

4.2 Council will promote and monitor the Council Customer Requests and Record Management Systems with regular system management reports to the Senior Management Group (SMG). A report on the effectiveness of the system shall be provided to Council in March 2017.

4.3 Council will undertake a detailed review of its asset management systems and practices during the year. A report detailing the review will be tabled to Council by March 2017.

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

2.5 Strategic Objective 5: Delivering Quality Human Services

Council undertook community services re-structure to enable quality kindergarten facilities in 2014-15. Council will continue to run quality kindergarten services using national quality framework, improve the Home and Community Services area by reviewing its service levels.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged & Disability Care Services	This service provides a range of home and community care services for the aged and disabled including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.	710 -657 53
Children & Youth Services	This service provides a range of children and youth support activities, including pre-schools, Infant Welfare Centres, Freeza and youth engagement programs.	692 -460 232
Community Transport	This service provides transport to aged and disability clients to attend important medical appointments, etc.	17 -4 13
Community Services Management	This services provides management and administrative support to the community services area.	53 0 53
Public Health	This service provides a range of public health related activities, including Environmental Health inspections and enforcement, and pest and weed control services.	223 -157 66

Initiatives

- 5.1 Council will continue to support Kindergarten programs in there locations Edenhope, Kaniva and Goroke and support Wimmera Uniting Care to deliver quality in venue family day care at Edenhope and Childcare and family day care at Kaniva.
- 5.2 Council will continue to implement actions out of the Municipal Early Years Plan.
- 5.3 Council will implement its Volunteering Action Plan in consultation with Volunteering Western Victoria and other community agencies. The plan will include allocation of Council resources to coordinate volunteers for Council run voluntary events. Council values the broad contribution of volunteers and seeks to work with other organisations to support new and existing volunteers in the community.
- 5.6 Council will continue to engage with health services and providers for strategic planning purposes. Issues will include volunteer management, infrastructure planning, partnership opportunities, service levels, delivery modes and funding arrangements. There will be a minimum of two meetings per annum between Council and health service providers.

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[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] x100

2.6 Strategic Objective 6: Strengthen the culture and governance of the organisation

To achieve this objective Council will continue to strengthen its governance and advocacy practices, provide targeted contemporary training and development to staff to serve communities effectively.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
CEO Office	This service provides executive leadership and support to Council.	397 <u>0</u> 397
Elected Members	This service provides for leadership from and support to the community's elected leaders	298 <u>0</u> 298
Finance and Rates	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	806 <u>-2,843</u> -2,037
Corporate Services Management	This service provides management and administration support to the corporate area of Council and includes the Human Resources, Risk Management and Occupational Health and Safety functions.	1,040 <u>-400</u> 640

Initiatives

- 6.1 Council will review Council commitment and involvement in stakeholder and regional networks for effectiveness and benefit to West Wimmera Shire Council. Many regional and stakeholder networks provide valuable services, support and advocacy for Council.
- 6.2 Council will maximise grant funding opportunities that are aligned to the strategic directions established by Council, and ensure that all new recurrent and capital grant funding opportunities are subject to established 'filtering'/ business case justification processes. Council shall receive two reports (September 2016 and March 2017) on the status and take up of new grant funding opportunities.
- 6.3 Council will continue to run strong advocacy on the matters impacting its communities.
- 6.4 Council will ensure Councillors have access to contemporary training and development opportunities through the Municipal Association of Victoria, LG Pro and other relevant sources.
- 6.5 Council will establish a 'Future Proofing' strategy to review asset and infrastructure management, resource utilisation and workforce planning. It will build on the Services Review information to provide informed strategic decision making by Council.
- 6.6 Council will incorporate relevant emergency management and recovery initiatives and actively work with regional agencies. Initiatives will acknowledge the capacity of Council, the resilience of the community and the expertise of regional agencies. Council will receive a report on Emergency Management arrangements for endorsement by September 2016.

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives

Service	Indicator	Performance Measure	Computation
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)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.8 Reconciliation with budgeted operating result

Strategic Objective	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. Increase economic activity through the support of existing businesses and new investment	448	469	-21
2. Increased community amenity - protect unique values of our rural communities	2,010	2,169	-159
3. Improve communication and community engagement activities of Council	516	516	0
4. Increase community confidence in Council service levels	6,959	13,226	-6,267
5. Delivering quality human services	417	1,695	-1,278
6. Strengthen the culture and governance of the organisation	-702	2,541	-3,243
Total services and initiatives	9,648	20,616	-10,968
Other non-attributable	0		
Deficit before funding sources	9,648		
Funding sources:			
Rates & charges	-6,977		
Capital grants	-2,402		
Total funding sources	-9,379		
Surplus for the year	269		

3. Financial Statements

This section presents information in regard to the Financial Statements. The budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	6,852	6,977	7,151	7,330	7,513
Statutory fees and fines	129	114	115	116	117
User fees	604	570	576	581	587
Grants - Operating	3,381	6,087	5,934	6,082	6,234
Grants - Capital	3,315	2,391	2,934	2,397	2,421
Contributions - monetary	13	106	0	0	0
Contributions - non-monetary	0	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	0	231	199	150	150
Other income	1,940	2,120	2,173	2,227	2,283
Total income	16,234	18,596	19,082	18,884	19,306
Expenses					
Employee costs	6,304	6,440	6,614	6,792	6,976
Materials and services	5,453	5,344	5,478	5,615	5,755
Bad and doubtful debts	0	0	0	0	0
Depreciation and amortisation	6,260	6,750	6,818	6,954	7,093
Borrowing costs	19	11	6	0	0
Other expenses	302	320	328	336	345
Total expenses	18,338	18,865	19,243	19,697	20,168
Surplus/(deficit) for the year	(2,104)	(269)	(161)	(813)	(862)
Other comprehensive income					
Items that will not be reclassified to					
surplus or deficit in future periods:					
Net asset revaluation increment	0	0	8,340	0	0
Total comprehensive result	(2,104)	(269)	8,179	(813)	(862)

3.2 Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	6,675	7,209	6,501	6,822	8,109
Trade and other receivables	426	437	434	448	458
Other financial assets	175	175	175	175	175
Inventories	180	180	180	180	180
Non-current assets classified as held for sale	20	20	20	20	20
Other assets	8	0	0	0	
Total current assets	7,484	8,021	7,310	7,645	8,942
Non-current assets					
Investments in associates and joint ventures	403	403	403	403	403
Property, infrastructure, plant & equipment	167,661	166,793	175,649	174,525	172,405
Other Non Current Assets	5	5	5	5	5
Total non-current assets	168,069	167,201	176,057	174,933	172,813
Total assets	175,553	175,222	183,367	182,578	181,755
Liabilities					
Current liabilities					
Trade and other payables	571	565	591	577	541
Trust funds and deposits	72	72	72	72	72
Provisions	1,800	1,853	1,908	1,966	2,025
Interest-bearing loans and borrowings	124	130	34	0	0
Total current liabilities	2,567	2,620	2,605	2,615	2,638
Non-current liabilities					
Provisions	486	500	515	530	546
Interest-bearing loans and borrowings	164	34	0	0	0
Total non-current liabilities	650	534	515	530	546
Total liabilities	3,217	3,154	3,120	3,145	3,184
Net assets	172,336	172,068	180,247	179,433	178,571
Equity					
Accumulated surplus	35,405	35,013	34,732	33,799	32,817
Reserves	136,931	137,055	145,515	145,635	145,755
Total equity	172,336	172,068	180,247	179,434	178,572

3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluatio n Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	172,337	35,406	136,091	840
Surplus/(deficit) for the year	(269)	(269)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(124)	-	124
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	172,068	35,013	136,091	964
2018				
Balance at beginning of the financial year	172,068	35,013	136,091	964
Surplus/(deficit) for the year	(161)	(161)	-	-
Net asset revaluation	8,340	-	8,340	-
Transfer to other reserves	-	(120)	-	120
Transfer from other reserves	0	-	-	-
Balance at end of the financial year	180,247	34,732	144,431	1,084
2019				
Balance at beginning of the financial year	180,247	34,732	144,431	1,084
Surplus/(deficit) for the year	(813)	(813)	-	-
Net asset revaluation	-	-	-	-
Transfer to other reserves	-	(120)	-	120
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	179,434	33,799	144,431	1,204
2020				
Balance at beginning of the financial year	179,434	33,799	144,431	1,204
Surplus/(deficit) for the year	(862)	(862)	-	-
Net asset revaluation	-	-	-	-
Transfer to other reserves	-	(120)	-	120
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	178,572	32,817	144,431	1,324

3.4 Statement of Cash Flows

For the four years ending 30 June 2020

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	6,818	6,973	7,157	7,336	7,519
Statutory fees and fines	142	125	127	128	129
User fees	872	628	630	617	628
Grants - operating	3,381	6,087	5,934	6,082	6,235
Grants - capital	3,315	2,390	2,934	2,397	2,421
Contributions - monetary	13	106	0	0	0
Interest received	105	130	120	140	155
Other receipts	1,999	2,179	2,246	2,286	2,331
Employee costs	(6,215)	(6,373)	(6,544)	(6,719)	(6,901)
Materials and services	(5,985)	(5,927)	(6,042)	(6,232)	(6,409)
Trust funds and deposits repaid					
Other payments					
Net cash provided by/(used in) operating activities	4,445	6,318	6,562	6,035	6,108
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(6,394)	(5,982)	(7,433)	(5,930)	(5,071)
Proceeds from sale of property, infrastructure, plant and equipment	0	333	299	250	250
Net cash provided by/ (used in) investing activities	(6,394)	(5,649)	(7,134)	(5,680)	(4,821)
Cash flows from financing activities					
Finance costs	(19)	(11)	(6)	0	0
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(117)	(124)	(130)	(34)	0
Net cash provided by/(used in) financing activities	(136)	(135)	(136)	(34)	0
Net increase/(decrease) in cash & cash equivalents	(2,085)	534	(708)	321	1,287
Cash and cash equivalents at the beginning of the financial year	8,760	6,675	7,209	6,501	6,822
Cash and cash equivalents at the end of the financial year	6,675	7,209	6,501	6,822	8,109

3.5 Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	415	635	400	400	400
Total buildings	415	635	400	400	400
Total property	415	635	400	400	400
Plant and equipment					
Plant, machinery and equipment	943	1,305	1,265	800	800
Computers and telecommunications	48	23	0	0	0
Total plant and equipment	991	1,328	1,265	800	800
Infrastructure					
Roads	4,344	3,701	4,020	4,260	3,420
Bridges	450	50	300	100	135
Footpaths and cycleways	103	110	236	256	203
Drainage	76	95	50	50	50
Parks, open space and streetscapes	15	65	1,163	65	65
Total infrastructure	4,988	4,021	5,769	4,731	3,873
Total capital works expenditure	6,394	5,984	7,434	5,931	5,073
Represented by:					
New asset expenditure	132	170	261	329	276
Asset renewal expenditure	5,713	5,412	6,891	5,566	4,719
Asset expansion expenditure	98	0	0	0	0
Asset upgrade expenditure	451	402	282	36	78
Total capital works expenditure	6,394	5,984	7,434	5,931	5,073

3.6 Statement of Human Resources

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	6,304	6,440	6,614	6,792	6,976
Employee costs - capital	0	0	0	0	0
Total staff expenditure	6,304	6,440	6,614	6,792	6,976
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	85.3	85.3	85.3	85.3	85.3
Total staff numbers	85.3	85.3	85.3	85.3	85.3

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time	Permanent Part Time
		\$'000	\$'000
CEO & Governance	306	306	0
Corporate	1,311	560	751
Community	1,180	0	1,180
Infrastructure & Development	3,643	3,242	401
Total permanent staff expenditure	6,440	4,108	2,332
Capitalised labour costs	891		
Total expenditure	7,331		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO & Governance	4	4	0.0
Corporate	13.7	5	8.7
Community	11	0	11.0
Infrastructure & Development	56.6	50	6.6
Total	85.3	59	26.3
Total staff	85.3		

4. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast			Strategic Resource Plan			Trend +/-
			Actual 2014/15	Actual 2015/16	Budget 2016/17	Projections 2017/18 2018/19 2019/20			
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	3.0%	-14.2%	-3.4%	-0.8%	-4.3%	-4.5%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	355.5%	291.5%	306.1%	280.6%	292.4%	339.0%	o
Unrestricted cash	Unrestricted cash / current liabilities		317.9%	257.2%	272.4%	246.8%	258.1%	304.7%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	6.4%	4.2%	2.4%	0.5%	0.0%	0.0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.1%	2.0%	1.9%	1.9%	0.5%	0.0%	+
Indebtedness	Non-current liabilities / own source revenue		6.1%	6.8%	5.5%	5.1%	5.2%	5.2%	+
Asset renewal	Asset renewal expenditure / depreciation	4	100.5%	91.3%	80.2%	101.1%	80.0%	66.5%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	31.3%	42.2%	37.7%	37.5%	38.8%	38.9%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$4,152	\$4,033	\$4,034	\$4,106	\$4,194	\$4,290	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$620	\$682	\$693	\$711	\$727	\$745	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		12.9%	12.5%	12.5%	12.5%	12.5%	12.5%	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

- 1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Continued operating losses provides for a negative ratio, resulting in Council being required to utilise cash reserves or debt to maintain services.
- 2 Working Capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is for working capital to improve as the capital works program reduces and cash reserves increase.
- 3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
- 4 Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
- 5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

5.1.1 Grants operating (\$2.71 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 80.0% or \$2.71 million compared to 2015/16. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below

Grants - operating	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	2,378	4,756	2,378
<i>Recurrent - State Government</i>			
Aged care	457	458	1
Maternal and child health	164	165	1
Pre-Schools	198	232	34
Community safety	51	51	0
Environment	30	66	36
Youth	22	23	1
Public Facilities	13	0	(13)
Administration	43	38	(5)
Total recurrent grants	3,356	5,789	2,433
<i>Non-recurrent - Commonwealth Government</i>			
Drainage maintenance	0	0	0
Environmental planning	0	0	0
<i>Non-recurrent - State Government</i>			
Community Development	0	298	298
Economic Development	25	0	(25)
Total non-recurrent grants	25	298	273
Total operating grants	3,381	6,087	2,706

Increases or decreases in specific operating grant funding reflect expected changes in demand for these services. The increase in Victoria Grants Commission (VGC) funding results from Council budgeting to receive a full year's funding allocation in 2016/17 - for the 2015/16 financial year the Commission made a prepayment of 50% of the allocation on 30 June 2015 which was recognised in the 2014/15 accounts.

The only other significant change is in the area of Community Development, where the funding of the Kaniva Community hub of \$0.30 million is included in the 2016/17 budget.

5.1.2 Grants capital (\$1.05 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 27.9% or \$1.05 million compared to 2015/16 due mainly to a reduction in Roads to Recovery program funding. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - capital	Forecast		
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	3,130	2,085	-1,045
<i>Recurrent - State Government</i>			
Fire Access	20	59	39
Total recurrent grants	3,150	2,144	-1,006
<i>Non-recurrent - Commonwealth Government</i>			
Buildings	0	100	100
Environment	0	147	147
<i>Non-recurrent - State Government</i>			
Buildings	165	0	-165
Total non-recurrent grants	165	247	82
Total capital grants	3,315	2,391	-924

5.1.3 Statement of Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	405,000	288,000
Total amount proposed to be borrowed	0	0
Total amount projected to be redeemed	(117,000)	(124,000)
Total amount of borrowings as at 30 June	288,000	164,000

6. Capital works program

This section presents a listing of the capital works projects that are proposed to be undertaken for the 2016/17 year.

The capital works projects are grouped by class and include the following:

- New works for 2016/17

Capital works program

For the year ending 30 June 2017

6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Edenhope Office Carpet Replacement	37	0	37	0	0	0	0	37	0
Solar power shire building	30	30	0	0	0	0	0	30	0
Kaniva Hall Structural Repairs	150	0	150	0	0	0	0	150	0
Council Commercial Buildings renewal works	82	0	82	0	0	0	0	82	0
Edenhope senior citizens Ceiling and renewal works	50	0	50	0	0	0	0	50	0
Edenhope Mechanics Hall Renewal works (Restumping and other renewal works)	60	0	60	0	0	0	0	60	0
Pool painting works - Kaniva	5	0	5	0	0	0	0	5	0
Pool painting works - Goroke	5	0	5	0	0	0	0	5	0
Madden Street Toilet Renewal Works	35	0	35	0	0	0	0	35	0
Council Community Buildings renewal works	63	0	63	0	0	0	0	63	0
Edenhope Cultural and Community Hub	100	0	0	100	0	100	0	0	0
Apsley Hall septic & floor front foyer vinyl replacement	18	0	18	0	0	0	0	18	0
Total Buildings	636	30	506	100	0	100	0	536	0
TOTAL PROPERTY	636	30	506	100	0	100	0	536	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicles and plant	1,306	32	1,274	0	0	0	0	1,306	0
Total Plant, Machinery and Equipment	1,306	32	1,274	0	0	0	0	1,306	0
Computers and Telecommunications									
Website Upgrades	5	0	0	5	0	0	0	5	0
GPS System Upgrade	8	8	0	0	0	0	0	8	0
Computer replacements	10	0	10	0	0	0	0	10	0
Total Computers and Telecommunications	23	8	10	5	0	0	0	23	0
TOTAL PLANT AND EQUIPMENT	1,329	40	1,284	5	0	0	0	1,329	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	
INFRASTRUCTURE										
Roads										
South Lillimur Rd Ch.21,920m - Ch.22,820m x 3.7m Final Seal	17	0	11	6	0	17	0	0	0	0
Minimay Frances Rd Ch. 26,760m - Ch. 28,430m x 5.6m Final Seal	42	0	28	14	0	42	0	0	0	0
Harrow-Goroke Rd & Nhill-Harrow Rd Intersection 110m x 6.2m Final Seal	6	0	4	2	0	6	0	0	0	0
Powers Creek Ch.14,600 - Ch.15,600m x 6.2m Seal	28	0	19	9	0	28	0	0	0	0
Ozenkadnook - Mortat Rd Ch.15,290m - Ch.15,520m x 3.7m Final Seal	7	0	4	2	0	7	0	0	0	0
Cove Estate Rd Ch.5,100m - Ch.6,700m x 3.7m Seal	27	0	27	0	0	27	0	0	0	0
Lillimur Yearinga Rd Ch.1,840m - Ch.3,050m x 6.2m Final Seal	34	0	34	0	0	34	0	0	0	0
Serviceton South Rd Ch.5,960m - Ch.7,200m x 3.7m Final Seal	23	0	23	0	0	23	0	0	0	0
South Rd Ch.250m - Ch.600m x 3.7m Final Seal plus 100m Brooks Rd x 6.2m Final Seal	15	0	10	5	0	15	0	0	0	0
South Lillimur Rd Ch.6,900m - Ch.9,690m x 6.2m Final Seal	78	0	78	0	0	78	0	0	0	0
Brooks Rd, Serviceton Reconstruction: Ch.170m - Ch.1,625m x 6.2m Seal	352	0	352	0	0	352	0	0	0	0
Charam Wombelano Rd Reconstruction: Ch.2,590m - Ch.3,400m x 3.7m Seal (Final Seal with Reseal at Ch.1850m - Ch.2,590m)	100	0	100	0	0	100	0	0	0	0
Diapur Rd Reconstruction/Curve Widening: Ch.1,100m - Ch.2,205m x 6.2m Seal	100	0	100	0	0	100	0	0	0	0
Miram South Rd (N) Reconstruction: Ch.1,220m - Ch.1,770m x 5.6m Seal	100	0	100	0	0	100	0	0	0	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Roads (Cont.)									
Kaniva Wetlands Project - Road Construction: Extend seal to wetland (170m x 10m seal)	57	0	0	57	0	57	0	0	0
Kybybolite Road Reconstruction/Widening: Ch.3,700m - Ch.4,730m x 3.7m Seal	149	0	99	50	0	149	0	0	0
Lake St, Edenhope Construction: (Wimmera Hwy to Dundas St) x 8.0m Seal	40	0	0	40	0	40	0	0	0
Murrawong Rd Reconstruction: Ch.1,115m - Ch.2,455m x 6.2m Seal	290	0	290	0	0	290	0	0	0
Powers Creek Construction: Ch.14,100m - Ch.14,600m x 3.7m Seal & Ch.15,600m - Ch.16,100m x 6.2m Seal	200	0	133	67	0	200	0	0	0
Scrubby Lake Rd Reconstruction: Ch.2,100m - Ch.2,800m X 3.7m Seal	90	0	90	0	0	90	0	0	0
	0	0	0	0	0	0	0	0	0
Benayeo Rd Stabilisation Patch: Ch.1,600m (50m x 6.2m Seal)	11	0	11	0	0	0	0	11	0
Benayeo Rd Stabilisation Patch: Ch.500m (50m x 6.2m Seal)	11	0	11	0	0	0	0	11	0
Commercial St South Stabilisation Patch: Baker St to Dungey (50m x 4m)	7	0	7	0	0	0	0	7	0
Cove Estate Rd Stabilisation Patch: Ch.1,900m (100m x 3.7m Seal)	12	0	12	0	0	0	0	12	0
Edenhope - Goroke Rd Stabilisation Patch: Ch.12,000m (100m x 6.2m Seal)	21	0	21	0	0	0	0	21	0
Edgerley Rd Stabilisation Patch: Ch.5,000m (100m x 6.2m)	21	0	21	0	0	0	0	21	0
Sealed Road Stabilisation Projects (Projects to be determined)	100	0	100	0	0	0	0	100	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Roads (Cont.)									
Broughton Rd Reseal: Ch.6,860m - Ch.7,410m, Ch.7,840m - Ch.8,220m, Ch.10,070m - Ch.11,720m, & Ch.14,375m - Ch.15,365m	105	0	105	0	0	105	0	0	0
Charam Wombelano Rd Reseal: Ch.20,490m - Ch.21,730m	36	0	36	0	0	0	0	36	0
Chetwynd East Rd Reseal: Ch.2,770m - Ch.3,165m	48	0	48	0	0	48	0	0	0
Dergholm Powers Ck Rd Reseal: Ch.0m - Ch.2,150m	37	0	37	0	0	0	0	37	0
Fergusons Rd Reseal: Ch.15,350m - Ch.20,110m	82	0	82	0	0	82	0	0	0
Goroke Harrow Rd Reseal: Ch.6,930m - Ch.8,530m	24	0	24	0	0	0	0	24	0
Harrow Clear Lake Rd Reseal: Ch.13,690m - Ch.21,550m	116	0	116	0	0	116	0	0	0
Hennings Rd Reseal: Ch.1,480m - Ch.3,300m	33	0	33	0	0	33	0	0	0
Moree Rd Reseal: Ch.2,410m - Ch.7,135m	73	0	73	0	0	0	0	73	0
South Rd, Serviceton Reseal: Ch.0m - Ch.255m	4	0	4	0	0	4	0	0	0
Yanipy Rd Reseal: Ch.0m - Ch.3,185m	47	0	47	0	0	0	0	47	0
Broughton Rd Shoulder Resheet: Ch.10,070m - Ch.11,720m (Both sides)	37	0	37	0	0	0	0	37	0
Dergholm Powers Creek Rd Shoulder Resheet: Ch.14,000m - Ch.16,000m (Both sides)	45	0	45	0	0	0	0	45	0
Harrow Clear Lake Rd Shoulder Resheet: Ch.1,800m - Ch.3,500m (Both sides)	17	0	17	0	0	0	0	17	0
Kadnook Connewirrico Rd Shoulder Resheet: Ch.9,800m - Ch.10,700m (Both sides)	20	0	20	0	0	0	0	20	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Roads (Cont.)									
Miram West Rd Shoulder Resheet: Ch.1,400m - Ch.2,500m (Both sides)	44	0	44	0	0	0	0	44	0
Miram East Rd Shoulder Resheet: Ch.0m - Ch.1,800m (Both sides)	40	0	40	0	0	0	0	40	0
Minimay Frances Rd Shoulder Resheet: Ch.17,000m - Ch.18,500m (Both sides)	35	0	35	0	0	0	0	35	0
Resheeting	740	0	740	0	0	0	0	740	0
Fire Access Track Construction WO 415, 416, 417, 418	75	0	75	0	0	58	0	17	0
Edinburgh Rd, Edenhope Kerb & Channel Reconstruction: Left side between Mollison St & Wilson St (Incl. 1m Pavement & Seal)	6	0	6	0	0	0	0	6	0
Edinburgh Rd, Edenhope Kerb & Channel Reconstruction: Right side between Wilson St & Orme St (Incl. 1m Pavement & Seal)	3	0	3	0	0	0	0	3	0
Edinburgh Rd, Edenhope Kerb & Channel Reconstruction: Left side between Wilson St & Orme St (Incl. 1m Pavement & Seal)	8	0	8	0	0	0	0	8	0
Elizabeth St, South Rd & Railway St, Serviceton Kerb & Channel Removal: (Remove Kerb & replace with swale drain)	30	0	30	0	0	0	0	30	0
High St, Kaniva Kerb & Channel Reconstruction: Left side between Fry St & Paterson St (Incl. 1m Pavement & Seal)	3	0	3	0	0	0	0	3	0
Orme St, Edenhope Kerb & Channel Reconstruction/Construction: Right side between Lake St & Elizabeth St (Incl. 1m Pavement & Seal)(30m of renewal & 10m of new)	7	2	5	0	0	0	0	7	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Roads (Cont.)									
Rogerson St, Kaniva Kerb & Channel Reconstruction: Left side between High St & Kelly St (Incl. 2m Pavement/Seal)	18	0	18	0	0	0	0	18	0
Kaniva Wetlands Project - Kerb & Channel Construction: Extension of service lane to wetland (170m)	31	31	0	0	0	31	0	0	0
Total roads	3,700	33	3,416	252	0	2,230	0	1,470	0
Bridges									
Powers Creek Rd Bridge (At Ch.m) (Beam Renewal, Deck Overlay Upgrade, Guard Rail Upgrade/Renewal & Underpinning Renewal)	50	0	30	20	0	0	0	50	0
Total Bridges	50	0	30	20	0	0	0	50	0
Footpaths and Cycleways									
Lions Park, Edenhope Footpath Reconstruction: Through Park from Elizabeth St to Orme St (110m x 1.5m x 40mm thick Asphalt)	9	0	9	0	0	0	0	9	0
Commercial St Service lane, Kaniva Footpath Reconstruction: Baker St to Dungery St (North Side) (Relay 105m x 1.5m wide Pavers)	6	0	6	0	0	0	0	6	0
Elizabeth St, Edenhope Footpath Repairs: 10m between Mollison St - Anne St & 10m at corner of Anne St/Elizabeth St	3	0	3	0	0	0	0	3	0
Elizabeth St Edenhope Footpath Repairs: Minor paver repairs (Between Wallace St & Orme St)	5	0	5	0	0	0	0	5	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Footpaths and Cycleways (Cont.)									
Kaniva Wetlands Project - Footpath Construction: Linking Madden St to Fauna Park (265m x 2m) & Madden St roundabout crossing upgrade	60	53	2	5	0	60	0	0	0
Lake Wallace Walking Track Reconstruction: Henley Park Jetty to Tennis Court Clubrooms (360m x 1.5m x 40mm thick Asphalt) (Incl. Removal of timber footbridge to culvert)	27	0	27	0	0	0	0	27	0
Total Footpaths and Cycleways	110	53	52	5	0	60	0	50	0
Drainage									
Conlans Rd Drainage: Redirection of waterway with new 350m x 300mm RCP	20	0	0	20	0	0	0	20	0
A Feders Rd Minor Culvert Renewal: 300mm RCP x 9.6m	3	0	3	0	0	0	0	3	0
Cecil Rileys Rd Minor Culvert Renewal: (At Ch.640m)	3	0	3	0	0	0	0	3	0
Commerical Rd Lillimur Minor Culvert Renewal: 375mm RCP x 9.6m (At Ch.50m)	3	0	3	0	0	0	0	3	0
Crabtrees Rd Minor Culvert Renewal: 300mm RCP x 9.6m (At Ch.3,275m)	3	0	3	0	0	0	0	3	0
Diapur Rd Minor Culvert Renewal: 2 x 375mm RCP x 9.6m (At Ch.800m)	7	0	7	0	0	0	0	7	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Drainage (Cont.)									
Feders Collins Rd, Lillimur Minor Culvert Renwal: 2 x 375mm RCP x 9.6 mtrs	5	0	5	0	0	0	0	5	0
Graham Blocks Rd Minor Culvert Renewal: 300mm RCP x 9.6m (At Ch.500m)	3	0	3	0	0	0	0	3	0
Guthries Rd Minor Culvert Renewal: 2 x 450mm RCP x 2.4m (At Ch.1,590m)	3	0	3	0	0	0	0	3	0
Honnors Rd Minor Culvert Renewal: 375mm RCP x 9.6m (At Ch.2,030m)	3	0	3	0	0	0	0	3	0
Mill St/Commercial St Intersection, Goroke Minor Culvert Renewal:	3	0	3	0	0	0	0	3	0
Minimay Frances Rd Minor Culvert Renewal: 375mm RCP x 9.6m (At Ch.10,200m)	3	0	3	0	0	0	0	3	0
Moffat St Minor Culvert Renewal: Box	3	0	3	0	0	0	0	3	0
Railway Ave, Kaniva Minor Culvert Renewal: 300mm RCP x 9.6m (Moore St intersection)	3	0	3	0	0	0	0	3	0
Sandsmere Hall Rd Minor Culvert Renewal: 375mm RCP x 9.6m (At Ch.1870m)	3	0	3	0	0	0	0	3	0
Yarrook Rd Minor Culvert Renewal: 375mm RCP x 9.6m (At Ch.2,200m)	3	0	3	0	0	0	0	3	0
Drainage Pit/Pipes Investigation (Edenhope & Kaniva)	25	0	25	0	0	0	0	25	0
Total Drainage	95	0	75	20	0	0	0	95	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Parks, Open Space and Streetscapes									
Playground Audit	6	0	6	0	0	0	0	6	0
Lions Park, Apsley - Playground: BBQ, 2 x table/chairs, Basket Ball Ring & 100m of fence replacement	17	0	17	0	0	0	0	17	0
Blair St, Harrow - Park Furniture Renewal: Composite timber replacement	4	0	4	0	0	0	0	4	0
Lions Park, Edenhope - Playground: Softfall Area Edging replacement	2	0	2	0	0	0	0	2	0
Madden St, Kaniva - Playground: Software Area Maintenance	1	0	1	0	0	0	0	1	0
Elizabeth St, Edenhope - Street Chair Renewal: Composite timber replacement	2	0	2	0	0	0	0	2	0
Aboriginal Cricketer's memorial plaques	15	15	0	0	0	0	0	15	0
Playground Replacement Projects (Identified after Audit)	18	0	18	0	0	0	0	18	0
Total Parks, Open Space and Streetscapes	65	15	50	0	0	0	0	65	0
TOTAL INFRASTRUCTURE	4,020	100	3,623	297	0	2,290	0	1,730	0
TOTAL NEW CAPITAL WORKS 2015/16	5,984	170	5,412	402	0	2,390	0	3,594	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
6.2 Summary									
PROPERTY	636	30	506	100	0	100	0	536	0
PLANT AND EQUIPMENT	1,329	40	1,284	5	0	0	0	1,329	0
INFRASTRUCTURE	4,020	100	3,623	297	0	2,290	0	1,730	0
TOTAL CAPITAL WORKS	5,984	170	5,412	402	0	2,390	0	3,594	0

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget

7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 56.8% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the West Wimmera community.

It is predicted that the 2016/17 operating position will be significantly impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve an almost breakeven operating position by 2018/19 as set out in the Strategic Resource Plan. The \$9.00 million contribution from operations toward capital investment for the 2016/17 year is also much less than the desired level of \$14.50 million and therefore, unless it can be increased, it will be difficult to maintain robust capital works programs in the future.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.5% in line with the rate cap and the kerbside collection charge by 2.5%. This will raise total rate and charges for 2016/17 of \$6.88 million.

7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change
General rate for all rateable properties	0.3631	0.3445	-5.1%

7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	540,101	548,934	1.6%
Commercial/Industrial	53,543	56,983	6.4%
Rural	5,361,974	5,498,592	2.5%
Total amount to be raised by general rates	5,955,618	6,104,509	2.5%

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	1,724	1,742	1.0%
Commercial/Industrial	155	154	-0.6%
Rural	2,799	2,780	-0.7%
Total number of assessments	4,678	4,676	0.0%

7.4 The basis of valuation to be used is the Capital Improved Value (CIV).

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	148,747,100	159,353,900	7.1%
Commercial/Industrial	14,746,100	16,542,000	12.2%
Rural	1,476,721,000	1,596,226,000	8.1%
Total value of land	1,640,214,200	1,772,121,900	8.0%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Municipal	134.60	137.97	2.5%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2015/16 \$	2016/17 \$	Change
Municipal	399,762	409,756	2.5%

7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Kerbside collection	270.35	277.10	2.5%

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	2015/16 \$	2016/17 \$	Change
Kerbside collection	359,836	368,832	2.5%

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year.

Type of Charge	2015/16 \$	2016/17 \$	Change
General rates	5,955,618	6,104,509	2.5%
Municipal charge	399,762	409,756	2.5%
Kerbside collection	359,836	368,832	2.5%
Rates and charges	6,715,216	6,883,097	2.5%

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges.

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

7.12 Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.3396% (0.3396 cents in the dollar of CIV) for all rateable properties.

The rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the rate in dollar indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

2.2.2 Residential land

Residential land is any land which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the West Wimmera Planning Scheme and which is not commercial land.

2.2.1 Commercial land

Commercial land is any land which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the West Wimmera Planning Scheme.

2.2.3 Rural land

Rural land is any land which is:

- Occupied for the principal purpose of carrying out a business of primary production; and
- Greater than 20 hectares in size

The objective of these rate categories is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the rate will be applied to the items of expenditure described in the Budget by Council.

The geographic location of the land within this rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this rate, in the case of improved land, is any use of land.

The types of buildings on the land within this rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

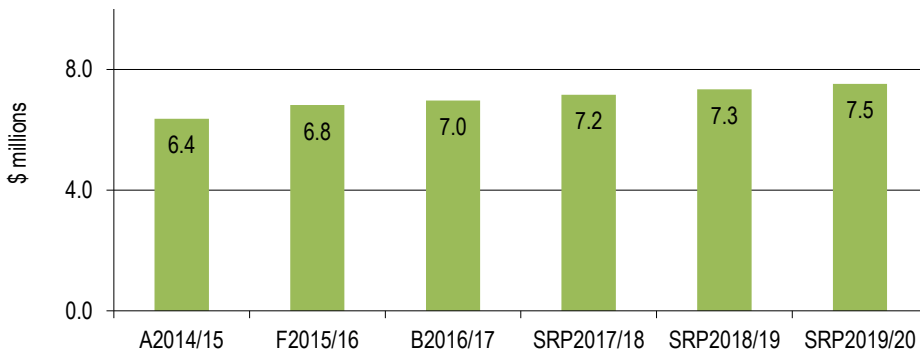
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

8. Summary of financial position

Council has prepared a Budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

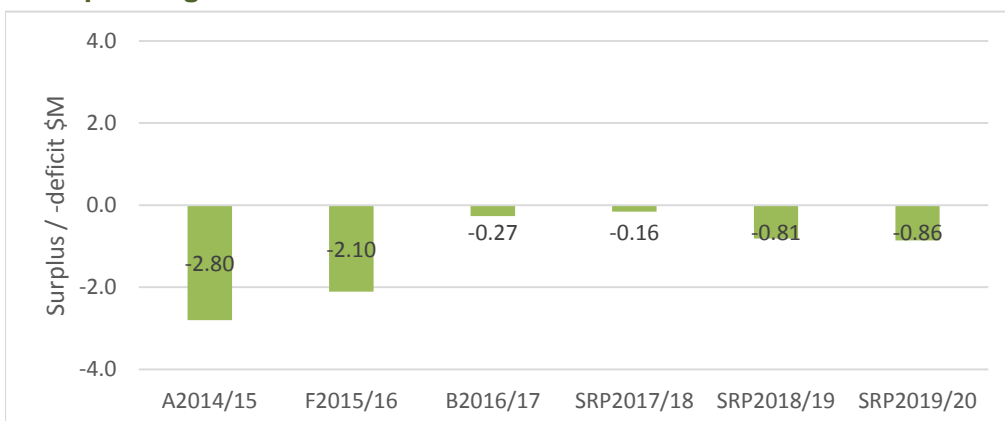
8.1 Rates and charges



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

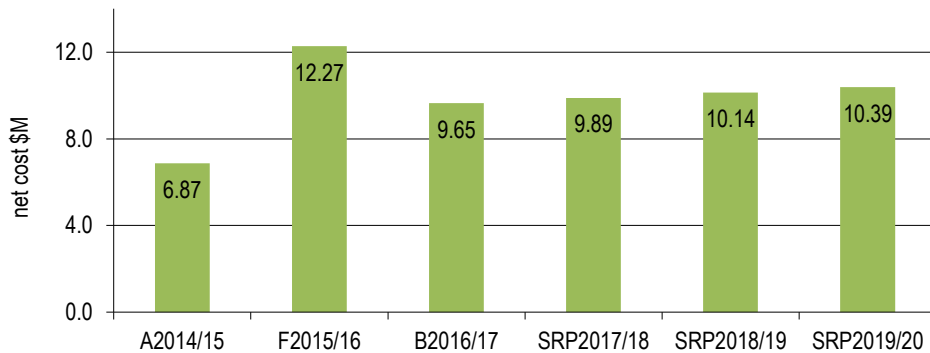
It is proposed that the average rates increase by 2.5% for the 2016/17 year, raising total rates of \$43.46 million, including \$0.43 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 3.6%. Of the 3.6% increase, 3.0% will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget including a \$0.40 million reduction in the Victoria Grants Commission allocation. The remaining 0.6% increase will go toward capital works to address the asset renewal needs of the City. This rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2015/16 year was 5.0%). Refer Sections 7 and 10 for more information.

8.2 Operating result



The expected operating result for the 2016/17 year is a deficit of \$0.27 million, which is an improvement of \$1.83 million over 2015/16. The improved operating result is due mainly to the shortfall in Victoria Grants Commission funding during the 2014/15 year as a result of the 50% prepayment of the 2014/15 allocation received by Council on 30 June 2015. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$0.62 million, which is an improvement of \$1.66 million over 2015/16 - refer to section 7 of this summary for further information. (The forecast operating result for the 2015/16 year is a deficit of \$2.10 million).

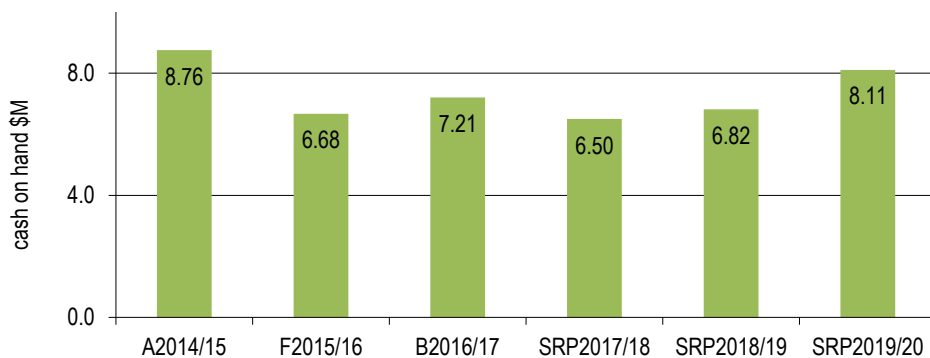
8.3 Services



The net cost of services delivered to the community for the 2016/17 year is expected to be \$9.6 million which is a decrease of \$2.6 million over 2015/16. A major factor in this was the pre-payment of 50% of the Victoria Grants Commission allocation for 2015/16 in 2014/15. Without this pre-payment the net cost of service delivery for 2015-16 would have been \$9.8 million (2014/15 would be \$9.35 million without the prepayment affecting that year's books). Even with this adjustment Council has been extremely aware of the need to cut and control costs and has been successful in preparing a budget with a lower anticipated cost of service delivery than the previous year whilst maintaining service levels at the same standard as 2015/16.

Refer Section 2 for a list of services

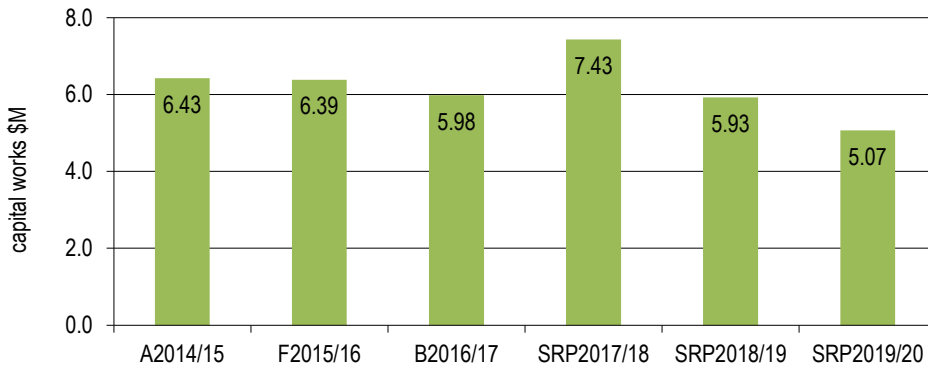
8.4 Cash and investments



Cash and investments are expected to increase by \$0.55 million during the year to \$7.22 million as at 30 June 2016. This is due mainly to increases in provisions and discretionary reserves which are cash-backed, and also a reduction in cash spending on the capital works program.

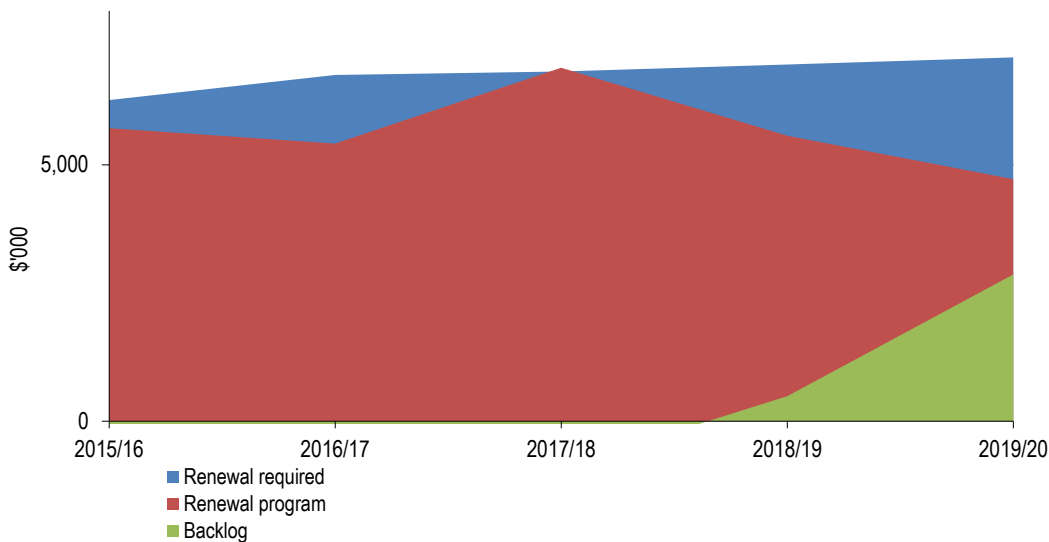
Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.5 Capital works



The capital works program for the 2016/17 year is expected to be \$5.98 million. Of the \$5.98 million of capital funding required, \$2.39 million will come from external grants with the balance of \$3.59 million from Council cash. The Council cash amount comprises asset sales (\$0.33 million), and cash generated through operations in the 2016/17 financial year (\$3.26 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. (Capital works is forecast to be \$6.39 million for the 2015/16 year).

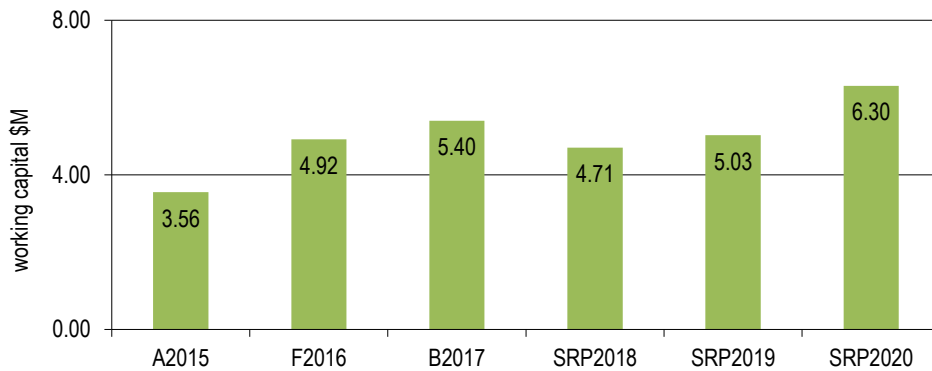
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



The asset renewal program has decreased slightly to \$5.41 million in the 2016/17 year which will result in an increase in the backlog as measured to depreciation of \$1.34 million for the 2016/17 year. Council was in an envious position of having no backlog at the start of the year, being some \$2.03 million ahead of where it needed to be on asset renewal spend. However, over the four year period, renewal expenditure is anticipated to decline with depreciation increasing at the same time, resulting in the backlog expected to climb to \$2.86 million at the end of the 2019/20 year.

Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

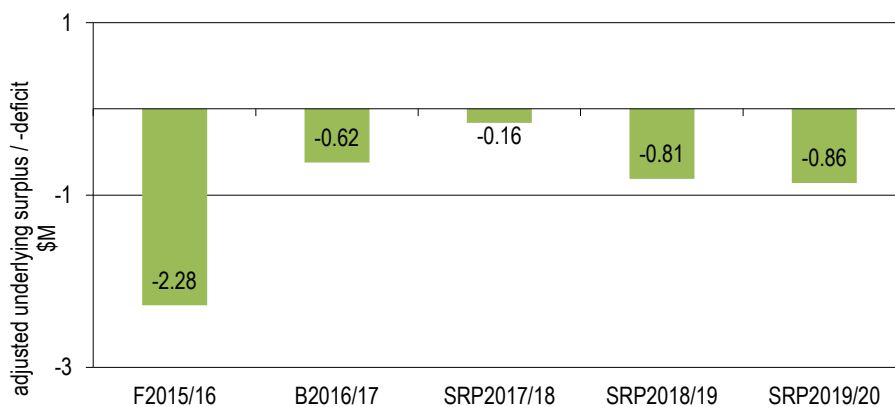
8.6 Financial position



The financial position is expected to improve with net assets (net worth) to decline by \$0.26 million to \$172.07 million although net current assets (working capital) will improve by \$.05 million to \$5.42 million as at 30 June 2016. This is mainly due to an increase in cash from the decline in capital spending.

Refer also Section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

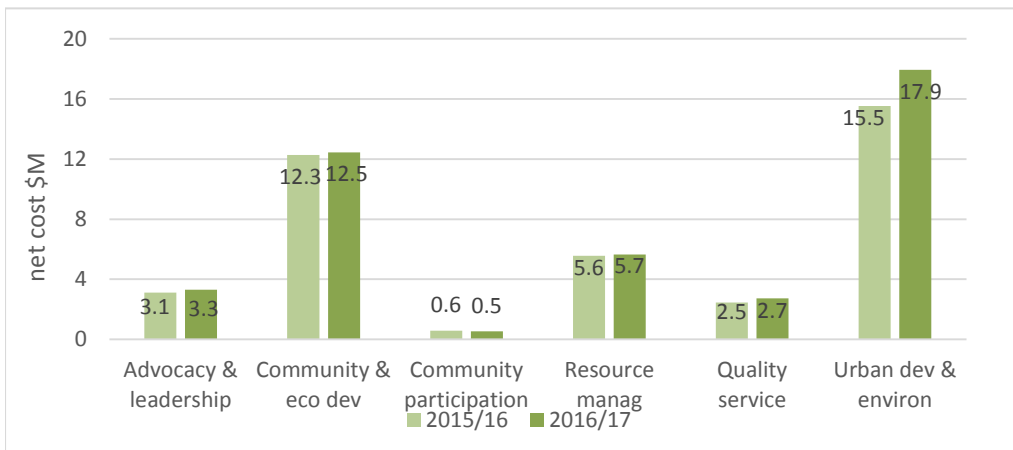
8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2015/16 to 2019/20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a relatively steady deficit over the four year period.

Refer Section 14 for more information on the Strategic Resource Plan.

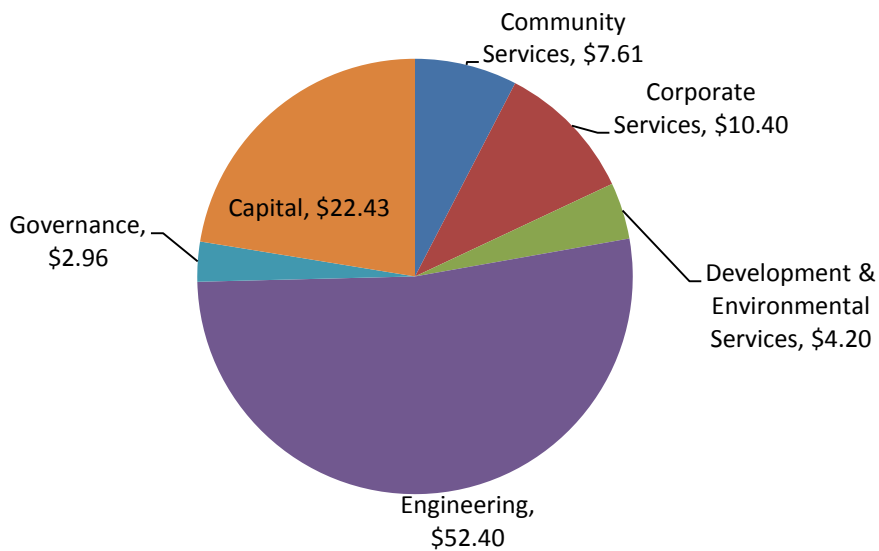
8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2015/16 year.

The services that contribute to these objectives are set out in Section 2

8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.

9. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

9.1 Snapshot of West Wimmera Shire Council

West Wimmera Shire Council is located in Western Victoria and has a strong economy, primarily based on agriculture with growth sectors in health, education and retail. The Shire covers an area of 9,256 square kilometres and includes the townships of Apsley, Edenhope and Harrow to the South of the Shire and Goroke, Kaniva and Serviceton to the North.

Population

In 2015, the estimated resident population of the Shire was 3,879 people. In the 10 years from 2005 to 2015, our population has declined by approximately 704 people. (Source: Australian Bureau of Statistics, Regional Population Growth table 3218.0).

Ageing population

The population is ageing and the Shire has a greater proportion of older people compared to the Victorian average. The proportion of people aged 20-44 is significantly lower than the Victorian average. Although the median age of people in the Shire is 46 years. Children aged 0-14 years make up 18.7% of the population and people aged 65 years and over make up 22.1% of the population. (Source: Australian Bureau of Statistics, Census of Population and Housing 2011).

Births

Despite an ageing population, approximately 40 babies have been born each year since 2003. In 2015 26 babies were born in the municipality.

Cultural diversity

In West Wimmera, 89.3% of people were born in Australia. The most common countries of birth other than Australia are England 1.8%, New Zealand 0.9%, Germany 0.5%, United States of America 0.2% and Netherlands 0.2%. (Source: Australian Bureau of Statistics, Census of Population and Housing 2011).

Housing

The 2016 municipal revaluation returned that there were 1,742 residential dwellings within the shire. This was an increase of 18 from the 2014 municipal valuation.

Education and occupation

There are 5 schools located across the shire servicing over 500 students.

People in West Wimmera are becoming better educated. The proportion of residents who have non-school qualifications is increasing. Many more residents in 2011 had completed a non-school qualification than in 2006. (Source: Australian Bureau of Statistics, Census of Population and Housing).

The most common occupations in West Wimmera include Managers 40.4%, Labourers 13.7%, Professionals 11.0%, Technicians and Trades Workers 7.5%, and Clerical and Administrative Workers 7.3%. The Shire has significantly more Managers than the Victorian average.

9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2014 (ABS release 28 January 2015). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16). Council must renegotiate a new Collective Agreement during the 2016/17 year for commencement on 1 July 2017.
- Freezing of Victorian Grants Commission funding compared to the prior year.
- The additional funding provided by the Roads to Recovery program for the 2015/2016 and 2016/2017 years. This has improved Council's revenue position and capital spend, but will not be available in future years.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.
- The Victorian State Government has announced that local government rates will be capped from 2016/17. This has severely limited Council's ability to source funds for maintenance and renewal of infrastructure and services. The introduction of a rate cap has a significantly higher impact on small rural councils than on larger metropolitan councils due to the already low revenue base and lack of alternative sources of income available to small rural councils.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- Council's commitment to maintaining services to at least current levels and to provide sufficient resources to undertake works required to address the Council Plan.
- No new borrowings.
- Increased salary costs in accordance with the Enterprise Bargaining Agreement (EBA) at minimum 2.7% per annum.

9.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Service levels to be maintained at 2015/16 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Salaries and wages to be increased based on Council Enterprise Bargaining Agreement, and any vacant positions to be filled only following rigorous evaluation of requirements.
- Contract labour to be minimised
- Construction and material costs to increase in line with the Engineering Construction Index
- New initiatives or new employee proposals to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2015/16 to be preserved
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.

9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/17 to 2019/20 (Section 14.), Rating Information (Section 15.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2016/17 year.

10.1 Budgeted income statement

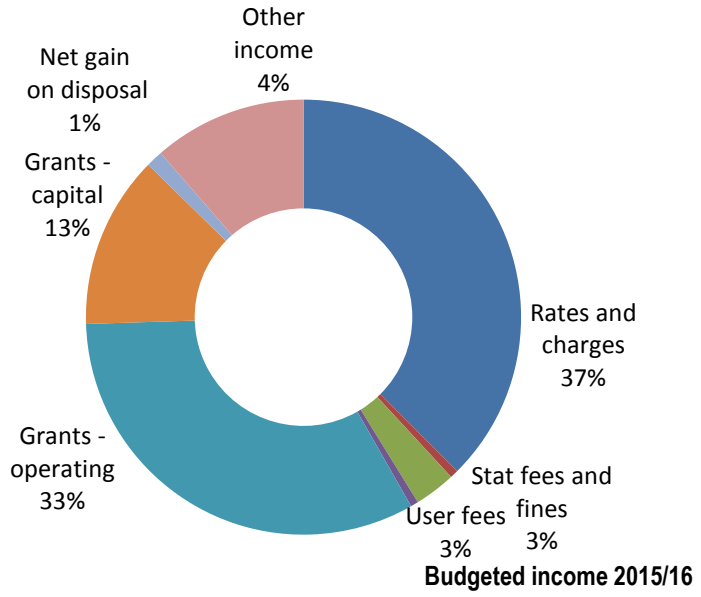
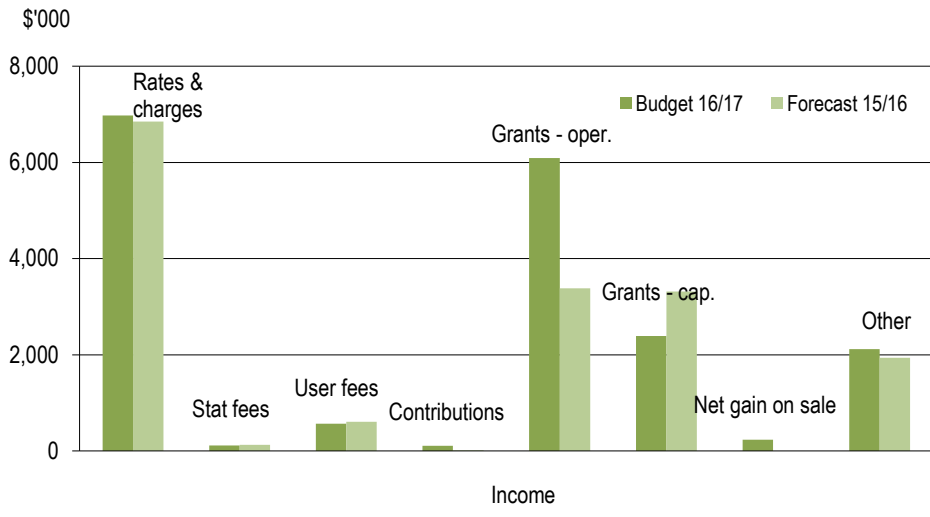
	Ref	Forecast		Variance
		Actual 2015/16	Budget 2016/17	
		\$'000	\$'000	\$'000
Total income	10.2	16,234	18,596	2,362
Total expenses	10.3	(18,338)	(18,865)	(527)
Surplus (deficit) for the year		(2,104)	(269)	1,835
Grants –non-recurrent capital	10.2.6	(165)	(247)	(82)
Contributions - non-monetary assets		0	0	0
Contributions - other sources	10.2.4	(13)	(106)	(93)
Adjusted underlying surplus (deficit)		(2,282)	(622)	1,660

10.1.1 Adjusted underlying deficit (\$1.66 million improvement)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/17 year is a deficit of \$0.62 million which is an improvement of \$1.66 million from the 2015/16 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year. The improvement is largely the result of Council budget to receive a full year allocation of Financial Assistance Grants (as allocated by the Victoria Grants Commission) without a 50% prepayment as occurred on 30 June 2015 and as such affected the 2015/16 financial year (these grants are recurrent in nature).

10.2 Income

Income Types	Ref	Forecast		Variance
		Actual 2015/16	Budget 2016/17	
		\$'000	\$'000	\$'000
Rates and charges	10.2.1	6,852	6,977	125
Statutory fees and fines	10.2.2	129	114	(15)
User fees	10.2.3	604	570	(34)
Contributions - monetary	10.2.4	13	106	93
Grants - operating	5.1.1	3,381	6,087	2,706
Grants - capital	5.1.2	3,315	2,391	(924)
Net gain on disposal of property, infrastructure, plant & equip.	10.2.5	0	231	231
Other income	10.2.6	1,940	2,120	180
Total income		16,234	18,596	2,362



Source: Section 3

10.2.1 Rates and charges (\$0.13 million increase)

It is proposed that total income raised by all rates and charges be increased by \$0.13 million over 2015/16 to \$6.98 million. This includes an increase in general rates of 2.5%, the Municipal Charge of 2.5%; and waste management charge of 2.5%; all in line with the rate cap applied under the Victorian Government's 'Fair Go Rating' legislation.

Section 7. Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/17 and the rates and charges specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$0.02 million decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to decrease by 11.6% or \$0.15 million compared to 2015/16. The majority of the reduction is anticipated in planning and development fees which have been reduced to reflect a general decline in activity.

A detailed listing of statutory fees is included in Appendix A.

10.2.3 User fees (\$0.03 million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

User charges are projected to decrease by 5.9% or \$0.34 million over 2015/16. The main area contributing to the decrease is pre-school charges (\$0.28 million) due to expected decline in enrolments over the coming year. Council has also anticipated a reduction in fees from its quarries service, reflecting lower use of these materials.

A detailed listing of fees and charges is included in Appendix A.

10.2.4 Contributions - monetary (\$0.09 million increase)

Contributions relate to funds paid to Council by developers or user groups for the undertaking of a specific project or development.

Contributions are projected to increase by \$0.09 million compared to 2015/16 due mainly to a community contribution to the Kaniva Community Hub project.

10.2.5 Net gain on disposal of property, infrastructure, plant and equipment (\$0.23 million increase)

Proceeds from the disposal of Council assets is forecast to be \$0.33 million for 2016/17 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$0.10 million.

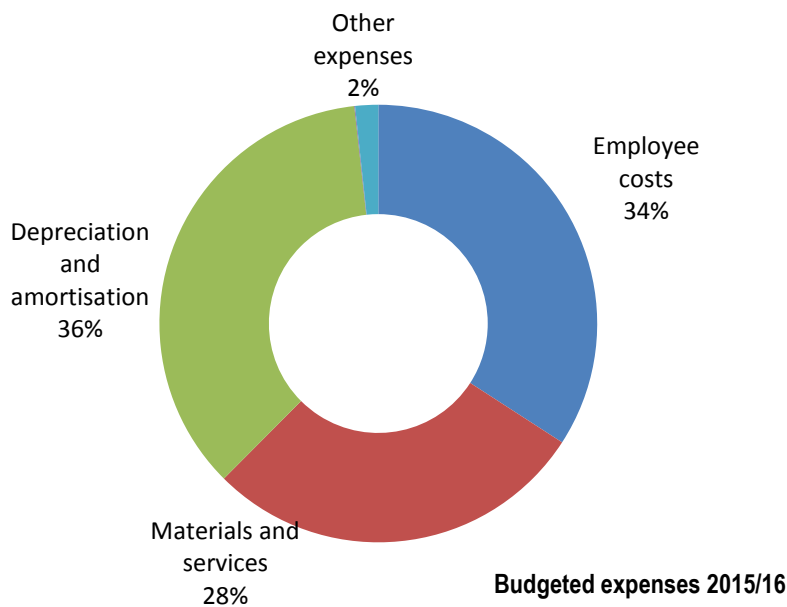
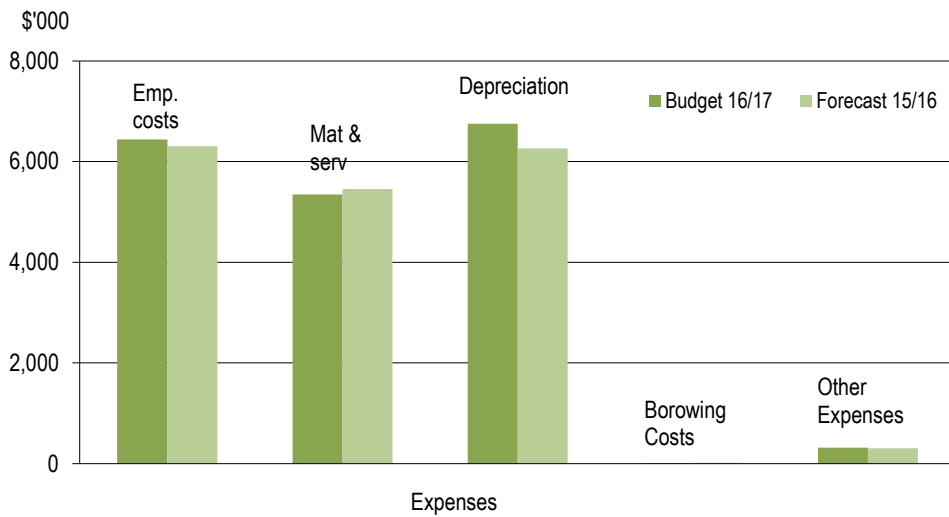
10.2.6 Other income (\$0.18 million increase)

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments.

Other income is forecast to increase by 9.3% or \$0.18 million compared to 2015/16. Interest on investments is forecast to improve by 10.0% or \$0.25 million as cash holdings are maintained throughout the year. The increase in other income items is due mainly to an increased reimbursements income from the VicRoads road maintenance contract.

10.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	
Employee costs	10.3.1	6,304	6,440	136
Materials and services	10.3.2	5,453	5,344	(109)
Depreciation and amortisation	10.3.3	6,260	6,750	490
Borrowing costs	10.3.4	19	11	(8)
Other expenses	10.3.7	302	320	18
Total expenses		18,338	18,865	527



Source: Section 3

10.3.1 Employee costs (\$2.55 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to increase by 2.2% or \$0.14 million compared to 2015/16. Council has been mindful to maintain employee costs, there are three factors which have impacted employee costs:

- Renegotiation of Council's Enterprise Bargaining Agreement (EBA)
- Reduction in the use of casual wages

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO & Governance	306	306	0
Corporate	1,311	560	751
Community	1,180	0	1,180
Infrastructure & Development	3,643	3,242	401
Total permanent staff expenditure	6,440	4,108	2,332
Total expenditure	6,440		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO & Governance	4	4	0.0
Corporate	13.7	5	8.7
Community	11	0	11.0
Infrastructure & Development	56.6	50	6.6
Total	85.3	59	26.3
Casuals and other	0		
Total staff	85.3		

The most significant increases in employee costs by service unit are summarised below:

Department	ServiceUnit	Forecast	Budget 2016/17 \$'000	Variance \$'000
		Actual 2015/16 \$'000		
Corporate	Customer Service	320	343	23
Community	Aged & Disability	571	534	(37)
Infrastructure & Development	Roads, Bridges & Footpaths	1,315	1,451	136

10.3.2 Materials and services (\$0.11 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 2.0% or \$0.11 million compared to 2015/16.

Valuation costs are anticipated to decrease by \$0.10 million, as 2016/17 is not a valuation year for rating purposes (2015/16 was).

Fuel costs are anticipated to decline by \$0.07 million as fuel prices decline and external plant hire is budgeted to decrease by \$0.02 million.

Contracts are anticipated to increase by \$0.40 million due to the inclusion of the Kaniva Community Hub project. This will be partially offset by a decline of \$0.1 million in the use of external services for the VicRoads maintenance contract.

Council has been very mindful of making savings where possible. Miscellaneous expenditure has been closely assessed with savings of \$0.20 million identified. These savings come from across the organisation with the more major savings being made in Corporate Services (\$0.08 million), Youth Services (\$0.01 million) and Works Administration (\$0.01 million)

10.3.4 Depreciation and amortisation (\$0.49 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.49 million for 2016/17 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

10.3.5 Borrowing costs (\$0.01 million decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

10.3.6 Other expenses (\$0.02 million increase)

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to increase by 5.6% or \$0.02 million compared to 2015/16. This is mainly due to an increase in Fire Services Levy reimbursements made by Council to Public Hall Committees.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		6,818	6,973	155
User fees and fines		1,014	753	(261)
Grants - operating		3,381	6,087	2,706
Grants - capital		3,315	2,390	(925)
Interest		105	130	25
Other receipts		2,012	2,285	273
		16,645	18,618	1,973
<i>Payments</i>				
Employee costs		(6,215)	(6,373)	(158)
Other payments		(5,985)	(5,927)	58
		(12,200)	(12,300)	(100)
Net cash provided by operating activities		4,445	6,318	1,873
Cash flows from investing activities	11.1.2			
Payments for property, infrastructure, plant & equip.		(6,394)	(5,982)	412
Proceeds from sale of property, infrastructure, plant & equipment		0	333	333
Payments for investments		0	0	0
Proceeds from investments		0	0	0
Loans and advances made		0	0	0
Repayments of loans and advances		0	0	0
Net cash used in investing activities		(6,394)	(5,649)	745
Cash flows from financing activities	11.1.3			
Finance costs		(19)	(11)	8
Proceeds from borrowings		0	0	0
Repayment of borrowings		(117)	(124)	(7)
Net cash used in financing activities		(136)	(135)	1
Net decrease in cash and cash equivalents		(2,085)	534	2,619
Cash and cash equivalents at the beginning of the year		8,760	6,675	(2,085)
Cash and cash equivalents at end of the year	11.1.4	6,675	7,209	534

11.1.1 Operating activities (\$1.89 million increase)

The increase in cash inflows from operating activities is due mainly to a \$2.71 million increase in operating grants (as a result of the full year receipt of the Victoria Grants Commission funding) partially offset by a \$0.91 million decrease in capital grants, reflecting the decline in the capital works program.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Surplus (deficit) for the year	(2,104)	(269)	1,835
Depreciation	6,260	6,750	490
Loss (gain) on disposal of property, infrastructure, plant & equipment	0	(231)	(231)
Finance costs	19	11	(8)
Net movement in current assets and liabilities	270	58	(212)
Cash flows available from operating activities	4,445	6,318	1,874

11.1.2 Investing activities (\$0.77 million increase)

Cash outflows from capital expenditure is anticipated to decrease by \$0.44 million as a result in the budgeted decline in the capital works program, whilst Council expects to receive additional cash inflows of \$0.33 million from the sale of assets when compared to the previous year.

11.1.3 Financing activities (\$0.01 million increase)

For 2016/17 the total of principal repayments is \$0.12 million and finance charges is \$0.01 million.

11.1.4 Cash and cash equivalents at end of the year (\$0.57 million increase)

Overall, total cash and investments is forecast to increase by \$0.57 million to \$7.24 million as at 30 June 2016, reflecting the decrease in spending on capital works when compared to the previous year.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2015 it will have cash and investments of \$6.33 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000
Total cash and investments		6,675	7,209	534
Restricted cash and investments				
- Statutory reserves	11.2.1	0	0	0
- Cash held to carry forward capital works	11.2.2	0	0	0
- Trust funds and deposits		(72)	(72)	0
Unrestricted cash and investments	11.2.3	6,603	7,137	534
- Discretionary reserves	11.2.4	(840)	(964)	(124)
Unrestricted cash adjusted for discretionary reserves	11.2.5	5,763	6,173	410

11.2.1 Statutory reserves (\$0.0 million)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

As at 30 June 2015 Council has no funds held in statutory reserves and does not anticipate any funds being transferred to statutory reserves during the 2016/17 budget year.

11.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2016, as it is expected that the capital works budget in the 2016/17 financial year will be fully completed. Likewise it is forecast that the 2015/16 capital expenditure program will be complete at 30 June 2015 and as such no funds will be placed into reserve at the end of the year.

11.2.3 Unrestricted cash and investments (\$7.15 million)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

11.2.4 Discretionary reserves (\$0.96 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2016/17 year \$0.12 million is budgeted to be transferred to Discretionary Reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

11.2.5 Unrestricted cash adjusted for discretionary reserves (\$6.19 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

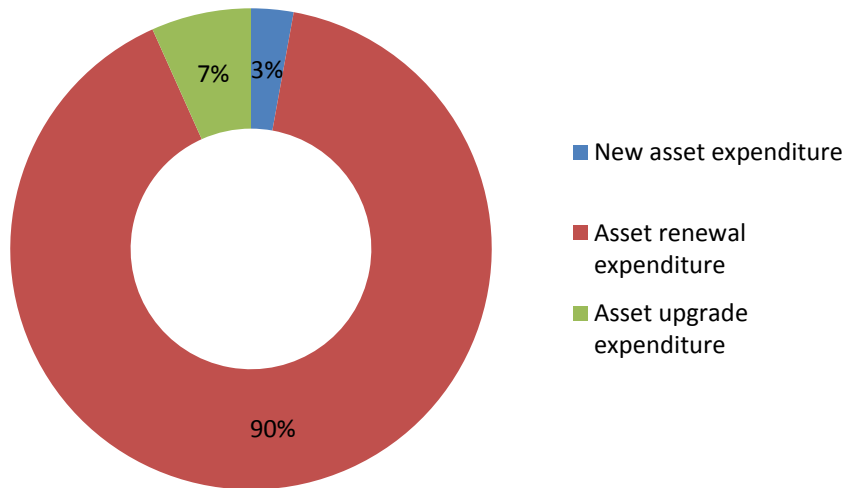
12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2016/17 year and the sources of funding for the capital budget.

12.1 Capital works

Capital Works Areas	Ref	Forecast		Variance
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
New works				
Property	12.1.1			
Buildings		414	636	222
Total buildings		414	636	222
Total property		414	636	222
Plant and equipment	12.1.2			
Plant, machinery and equipment		943	1,306	363
Computers and telecommunications		48	23	(25)
Total plant and equipment		991	1,329	338
Infrastructure	12.1.3			
Roads		4,345	3,700	(645)
Bridges		450	50	(400)
Footpaths and cycleways		103	110	7
Drainage		76	95	19
Parks, open space and streetscapes		15	65	50
Total infrastructure		4,989	4,020	(969)
Total new works		6,394	5,984	(410)
Total capital works expenditure		6,394	5,984	(410)
Represented by:				
New asset expenditure	12.1.4	132	170	38
Asset renewal expenditure	12.1.4	5,713	5,412	(301)
Asset upgrade expenditure	12.1.4	451	402	(49)
Asset expansion expenditure	12.1.4	98	0	(98)
Total capital works expenditure		6,394	5,984	(410)

Budgeted capital works 2016/17



Source: Section 3. A more detailed listing of capital works is included in Section 6.

12.1.1 Property (\$0.63 million)

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2016/17 year, \$0.63 million will be expended on building and building improvement projects. The more significant projects include Kaniva Hall structural works (\$0.15 million), Edenhope Community Hub (\$0.10 million), Harrow Calico and candles restumping and alteration (\$0.082 million).

12.1.2 Plant and equipment (\$1.33 million)

Plant and equipment includes plant, machinery and equipment, and computers and telecommunications.

For the 2016/17 year, \$1.33 million will be expended on plant and equipment. The majority of this (\$1.31 million) will be spent on the renewal of Council's heavy plant and light vehicle fleet.

12.1.3 Infrastructure (\$4.00 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2016/17 year, \$3.70 million will be expended on road projects. Included in this figure there will be \$0.74 million spent on road resheeting across the municipality, with major individual jobs including Brooks Road Serviceton reconstruction \$0.35 million, Murrawong Road reconstruction \$0.29 million, Powers Creek Road construction \$0.20 million, Kybybolite Road reconstruction \$0.15 million, Diapur Road reconstruction \$0.10 million, Miram South Road \$1.0 million, Charam Wmbelano Road reconstruction \$0.10 million.

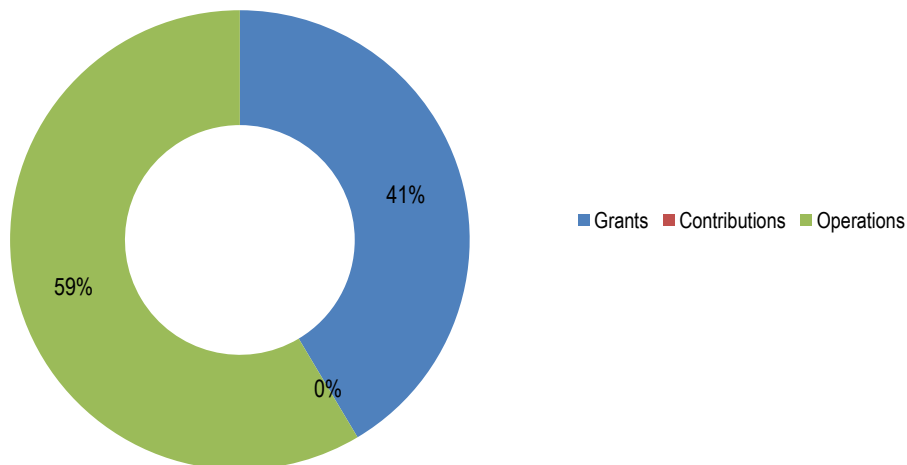
12.1.4 Asset renewal (\$5.41 million), new assets (\$0.17 million) and upgrade (\$0.40 million).

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

12.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
New works				
Current year funding				
Grants	12.2.1	3,315	2,390	(925)
Contributions		0	0	0
Borrowings		0	0	0
Council cash				
- operations	12.2.2	1,149	3,262	2,113
- proceeds on sale of assets	12.2.3	0	332	332
- reserve cash and investments		0	0	0
- unrestricted cash and investments		1,930	0	(1,930)
Total new works		6,394	5,984	(410)
Total funding sources		6,394	5,984	(410)

Budgeted total funding sources 2016/17



Source: Section 6

12.2.1 Grants - Capital (\$2.39 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The most significant grants and contributions are budgeted to be received for Roads to Recovery projects (\$2.10 million).

12.2.2 Council cash - operations (\$3.26 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$3.26 million will be generated from operations to fund the 2016/17 capital works program. This amount equates to the cash generated from operating activities of \$6.33 million as set out in Section 5. 'Analysis of Budgeted Cash Position' adjusted for capital grants of \$2.39 million and borrowing costs of \$0.10 million, less the increase in cash held across the year and proceeds from sale of assets.

12.2.4 Council cash - proceeds from sale of assets (\$0.33 million)

Proceeds from sale of assets include plant and motor vehicle sales in accordance with Council's fleet renewal policy of \$0.33 million.

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2015/16 and 2016/17. It also considers a number of key financial performance indicators.

13.1 Budgeted balance sheet

		Forecast		Variance
	Ref	Actual	Budget	
		2015	2017	
		\$'000	\$'000	\$'000
Current assets	13.1.1			
Cash and cash equivalents		6,675	7,209	534
Trade and other receivables		426	437	11
Financial assets		175	175	0
Other assets		208	200	(8)
Total current assets		7,484	8,021	537
Non-current assets	13.1.1			
Investments in associates and joint ventures		403	403	
Other Non Current Assets		5	5	
Property, infrastructure, plant and equipment		167,661	166,793	(868)
Total non-current assets		168,069	167,201	(868)
Total assets		175,553	175,222	(331)
Current liabilities	13.1.2			
Trade and other payables		571	565	6
Trust funds and deposits		72	72	
Provisions		1,800	1,853	(53)
Interest-bearing loans and borrowings		124	130	(6)
Total current liabilities		2,567	2,620	(53)
Non-current liabilities	13.1.2			
Provisions		486	500	(14)
Interest-bearing loans and borrowings		164	34	130
Total non-current liabilities		650	534	116
Total liabilities		3,217	3,154	63
Net assets		172,336	172,068	(268)
Equity	13.1.4			
Accumulated surplus		35,405	35,013	(392)
Reserves		136,931	137,055	124
Total equity		172,336	172,068	(268)

Source: Section 3

13.1.1 Current Assets (\$0.55 million increase) and Non-Current Assets (\$0.88 million decrease)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to increase by \$0.55 million during the year, as increases to provisions and discretionary reserves are cash-backed.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Long term debtors (non current) relating to loans to community organisations will reduce by \$0.09 million in accordance with agreed repayment terms.

Financial assets includes items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months. Council does not anticipate any significant changes to these over the budget year.

Other assets includes inventories or stocks held for sale or consumption in Council's services. These are not anticipated to vary significantly over the coming year.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$0.88 million decrease in this balance is attributable to the net result of the capital works program (\$5.97 million), depreciation of assets (\$6.75 million) and the sale of property, plant and equipment (\$0.10 million).

13.1.2 Current Liabilities (\$0.53 million increase) and Non Current Liabilities (\$0.63 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain relatively consistent with 2015/16 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$0.12 million over the year.

13.1.3 Working Capital (\$0.50 million increase)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast		Variance
	Actual 2015 \$'000	Budget 2017 \$'000	
Current assets	7,484	8,021	(537)
Current liabilities	2,567	2,620	(53)
Working capital	4,917	5,401	(484)
Restricted cash and investment current assets			
- Statutory reserves	0	0	0
- Cash used to fund carry forward capital works	0	0	0
- Trust funds and deposits	(72)	(72)	0
Unrestricted working capital	4,845	5,329	(484)

In addition to the restricted cash shown above, Council is also projected to hold \$0.96 million in discretionary reserves at 30 June 2017. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.4 Equity (\$0.26 million decrease)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The decrease in accumulated surplus of \$0.38 million results directly from the operating deficit for the year of \$0.26 million, plus the transfer from accumulated surplus to other reserves of \$0.12 million, representing a transfer to Council's Plant Replacement Reserve, as per the terms of Council's plant replacement policy.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2017 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 97% of total rates and charges raised will be collected in the 2016/17 year (2015/16: 97% forecast actual)
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2015/16 levels
- Proceeds from the sale of assets during 2016/17 will be received in full during that year.
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$0.12 million
- Total capital expenditure to be \$5.96 million

Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

14. Strategic resource plan

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

14.1 Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared an SRP for the four years 2016/17 to 2018/19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

14.2 Financial resources

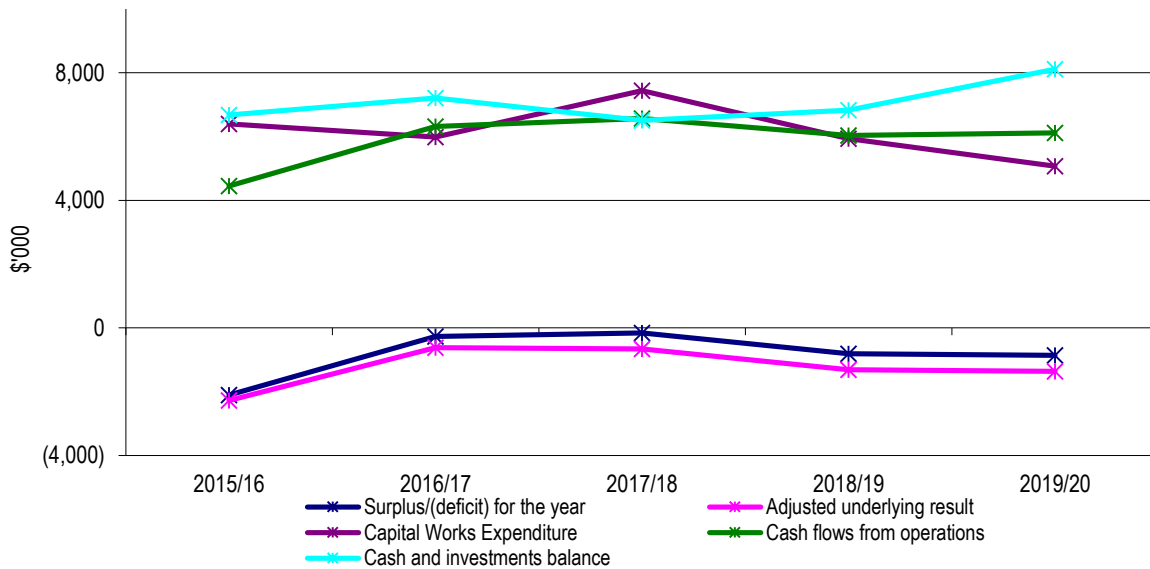
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2018/19. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	(2,104)	(269)	(161)	(813)	(862)	-
Adjusted underlying result	(2,282)	(622)	(661)	(1,313)	(1,362)	-
Cash and investments balance	6,675	7,209	6,501	6,822	8,109	+
Cash flows from operations	4,445	6,318	6,562	6,035	6,108	-
Capital works expenditure	6,394	5,984	7,434	5,931	5,073	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The following graph shows the general financial indicators over the four year period.



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments is forecast to increase marginally over the four year period from \$7.22 million to \$8.45 million, due mainly to a steady decline in capital expenditure over the period.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.5%.
- **Service delivery strategy (section 16)** – Service levels have been maintained throughout the four year period. However, operating deficits are forecast throughout the period as Council struggles to fund the consumption of its asset base. Significant underlying losses are forecast going forward, highlighting Council's low own sourced revenue base and the severe effects rate capping will have on a small rural Council such as West Wimmera. Council has very little alternative revenue sources and reliance on recurrent funding from other levels of government will increase.
- **Borrowing strategy (Section 16)** – Council's remaining debt will be extinguished during 2017/18. Council has no plans for further debt to be taken on.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$24.41 million at an average of \$6.10 million. Council has made the decision to focus much of this amount on renewal works.

15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for approximately 39% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the West Wimmera community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. The following table shows a comparison of the last five years.

Year	West Wimmera Shire
2011/12	9.9%
2012/13	7.0%
2013/14	5.5%
2014/15	5.5%
2015/16	5.5%
Average increase	6.7%

15.2 Future rate increases

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

Year	General Rate Increase	Municipal Charge Increase	Garbage Charge Increase	Recycling Charge Increase	Total Rates Raised
	%	\$'000	\$'000	\$'000	\$'000
2015/16	5.50	5.50	5.50	5.50	6,818
2016/17	2.50	2.50	2.50	2.50	6,973
2017/18	2.50	2.50	2.50	2.50	7,157
2018/19	2.50	2.50	2.50	2.50	7,336
2019/20	2.50	2.50	2.50	2.50	7,519

15.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of othe administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential or commercial purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those commercial properties derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing structure comprises one general rate applied to all properties across the municipality.

Council also levies municipal charge and a kerbside collection charge as allowed under the Act.

The following table summarises the rates to be determined for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7 "Statutory Disclosures".

Rate type	How applied	2015/16	2016/17	Total Raised \$000's	Change
General Rate	Cents/\$ CIV	0.3631	0.344500	6,104,509	2.5%
Municipal Charge	\$/property	134.6	137.97	409,756	2.5%
Kerbside collection charge	\$/property	270.35	277.10	368,832	2.5%

15.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 8.1%. Of this increase, residential properties have increased by 7.1%, commercial properties by 12.2% and industrial properties by 8.2%.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations for properties by land classification, together with the change in rates raised per category between the 2015/16 and 2016/17 years based on a 2.5% average rate increase and the valuation movements listed.

Category	Valuation Change (Decrease)	Rating Change (Decrease)
Residential	7.1%	1.6%
Commercial/Industrial	12.2%	6.4%
Farm	8.1%	2.5%
Overall Total	8.0%	2.5%

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/16 year, Council has chosen not to make any changes to the existing rate differential. In aggregate, total rates and charges will increase by 2.5% compared to 2015/16. This will be achieved by reducing the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

16.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 14), borrowings was identified as an optional funding source for capital works programs. In the past, Council has elected not to borrow heavily but rather use its own funds to maintain its capital base. This has resulted in a low level of debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. Council has only one loan currently on its books, which is anticipated to be fully repaid by 30 June 2019.

For the 2016/17 year, Council has decided not take out any new borrowings. After making loan repayments of \$0.12 million, Council will reduce its total borrowings to \$0.16 million as at 30 June 2017. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/16	0	117	19	288
2016/17	0	124	11	164
2017/18	0	130	6	34
2018/19	0	34	0	0
2019/20	0	0	0	0

The table below shows information on borrowings specifically required by the Regulations.

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	404,923	288,000
Total amount proposed to be borrowed	0	0
Total amount projected to be redeemed	(116,923)	(124,000)
Total amount of borrowings as at 30 June	288,000	164,000

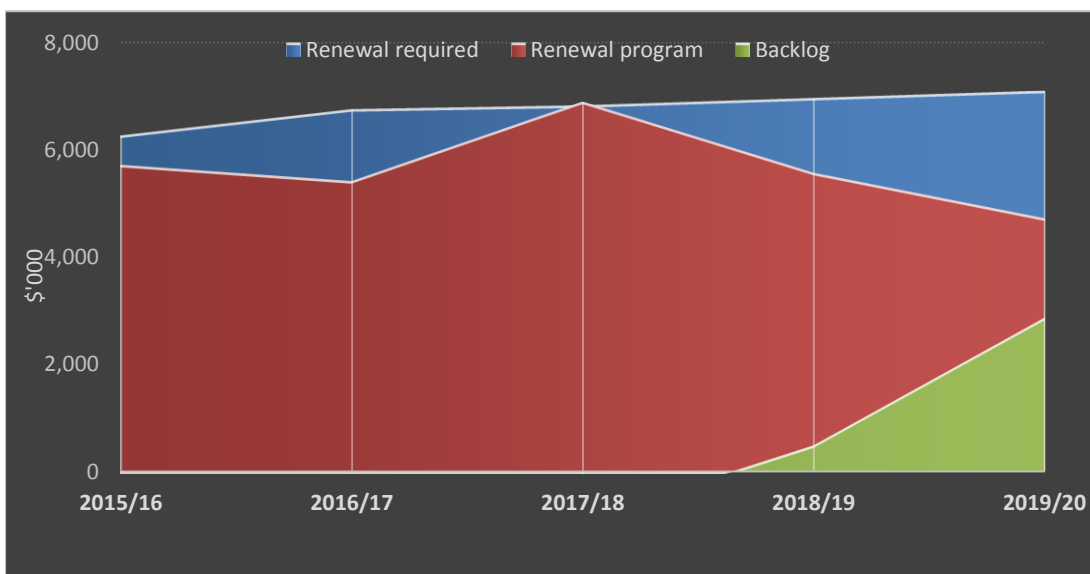
16.2 Infrastructure

Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



At present, Council is similar to most municipalities in that it will be unable to fully fund asset renewal requirements without significant funding increases. While the Infrastructure Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph Council had no backlog at the beginning of the five year period, but as Council's ability to raise funds becomes severely restricted through rate capping, the backlog rises to \$2.86 million at the end of the period.

In updating the Infrastructure Strategy for the 2016/17 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs
- Availability of significant Federal funding for upgrade of roads
- The enactment of the *Road Management Act 2004* removing the defense of non-feasance on major assets such as roads

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Summary of funding sources					
Year	Total Capital Program \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2015/16	6,394	3,315	0	3,079	0
2016/17	5,984	2,391	0	3,594	0
2017/18	7,434	2,934	0	4,500	0
2018/19	5,931	2,397	0	3,534	0
2019/20	5,073	2,421	0	2,652	0

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Information (see Section 15.) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	2016/17	2017/18	2018/19	2019/20
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Average Weekly Earnings	4.5	4.5	4.5	4.5
Engineering Construction Index	3.2	3.2	3.2	3.2
Non-residential Building Index	3.5	3.5	3.5	3.5
Rate increases	2.5	2.5	2.5	2.5
Property growth	1.0	1.0	1.0	0.6
Wages growth	4.5	3.5	3.5	3.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	5.5	5.0	4.5	4.5

As well as the general influences, there are also a number specific influences which relate directly to service areas or activities. The most significant changes in these areas are summarised below.

Transfer Station

Waste tipping fees for inert waste are expected to rise further as the State Government has increased the levy payable upon disposal of waste at landfill. Following increases of \$44 per tonne since 2009/10, the fee will rise a further \$2.02 per tonne (3.3%) in 2016/17.

Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation will be undertaken as at 1 January 2018.

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2015/16	(2,104)	(2,282)	(12,271)
2016/17	(269)	(622)	(9,648)
2017/18	(161)	(161)	(9,889)
2018/19	(813)	(813)	(10,136)
2019/20	(862)	(862)	(10,390)

Service levels have been maintained throughout the four year period despite operating losses forecast in all years. Excluding the effects of items such as capital contributions, the adjusted underlying result is a deficit over the four year period. The net cost of the services provided to the community increases from \$9.65 million to \$10.39 million over the four year period.

Appendix A

Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/17 year.



WEST WIMMERA SHIRE COUNCIL
SCHEDULE OF FEES & CHARGES - DRAFT
2016/2017



	Description	Basis	Nature of Fee	GST	2015-16 INC GST \$	2016-17 INC GST \$
1	Registration Fees - Dogs, cats and Domestic Animals					
	2016/17 Fees (10/4/16 to 9/4/17)					
	Maximum Fee applicable to dogs and cats under Domestic Animals Act 1994					
1.1	Category A - Maximum Fee	Annual fee per animal	Council	Non Taxable	\$96.00	\$102.00
1.2	Category B - Maximum Fee Pensioner	Annual fee per animal	Council	Non Taxable	\$48.00	\$51.00
1.3	Category C - Reduced Fee	Annual fee per animal	Council	Non Taxable	\$32.00	\$34.00
1.4	Category C - Reduced Fee Pensioner	Annual fee per animal	Council	Non Taxable	\$16.00	\$17.00
1.5	Micro chipping fee - financial year	Per animal	Council	Non Taxable	\$45.00	\$50.00
2	Health Registration Fees					
	2016/17 Fees (1/5/2016 to 30/4/17)					
	Charge classes are as defined under the Food Act 1984					
2.1	Class 1 Registration - (Hospitals/age care/child care)	Annual fee	Council	Non Taxable	\$250.00	\$275.00
2.2	Class 2 Registration - (Restaurants/cafes/prep of food)	Annual fee	Council	Non Taxable	\$205.00	\$225.00
2.3	Class 3 Registration - (Low risk food prep/packaged food)	Annual fee	Council	Non Taxable	\$135.00	\$150.00
2.4	Class 4 Registration - (Newsagents)		Council	Non Taxable	\$0.00	\$0.00
2.5	Fee for limited operation (operate less than 3 days or under 25 hours per week)				50% of annual Class 2 and 3	
2.6	Fee for full operations of Club or Community Organisation	Annual fee	Council	Non Taxable	\$76.00	\$78.00
	<u>Fee for temporary Food Permit:</u>					
2.7	Community Group - up to 2 events p.a.				\$0.00	\$0.00
2.8	Community Group - up to 12 events p.a. (annual charge)	Annual fee	Council	Non Taxable	\$21.00	\$23.00
2.9	General Food Business - up to 2 events p.a. (per event charge)	Annual fee	Council	Non Taxable	\$14.00	\$16.00
2.10	General Food Business - up to 12 events p.a. (annual charge)	Annual fee	Council	Non Taxable	\$53.00	\$58.00
2.11	Transfer of registration (including prescribed accommodation/hairdressing/beauty)				50% of annual Class 2 and 3	
2.12	Penalty for late payment of Health Registration fees				Prescribed fee plus 50%	
2.13	Septic tank applications - per financial year	Per application	Council	Non Taxable	\$290.00	\$297.00
2.14	Septic tank alterations - per financial year	Per instance	Council	Non Taxable	\$160.00	\$164.00
2.15	Caravan park registration - less than 25 sites (3 yearly registration fee)	Per caravan park	Statutory Fee	Non Taxable	\$0.00	\$229.50
2.16	Caravan park registration 26-50 sites (3 yearly registration fee)	Per caravan park	Statutory Fee	Non Taxable	\$0.00	\$459.00
2.17	Caravan park registration 51-100 sites (3 yearly registration fee)	Per caravan park	Statutory Fee	Non Taxable	\$0.00	\$918.00
2.18	Caravan park transfer of proprietor	Per instance			50% of 3 yearly registration fee	
2.19	Prescribed Accommodation	Annual fee	Council	Non Taxable	\$230.00	\$236.00
2.20	Hair & Beauty premises	Annual fee	Council	Non Taxable	\$158.00	\$162.00
3	Disabled Persons Permit					
	Disabled Persons Permit	Per permit 3 years	Council	Non Taxable	\$7.70	\$9.00
4	Community Bus					
	Hire Fee (Community Group)	Per kilometre	Council	Taxable	\$0.20	\$0.50
	Note: Fuel at cost of hirer; bus must be returned with full tank of fuel					
	Hirers to be charged per km based on where the bus is located at that time and to be charged from pick up point					
5	Home Care & Meals on Wheels					
	Fees charged for all private home care in accordance with the DHS guidelines					
5.1	HACC Linkage Home Care	Per hour	Council	Taxable	\$52.00	\$53.30
5.2	HACC Carers Respite	Per hour	Council	Taxable	\$52.00	\$53.30
5.3	HACC Post Acute Care (PA-OA) Edenhope - WHCG	Per hour	Council	Taxable	\$53.00	\$54.30
5.4	HACC Post Acute Care (PA-OB) Edenhope - WHCG	Per hour	Council	Taxable	\$80.00	\$82.00
5.5	HACC Post Acute Care (PA-OC) Edenhope - WHCG	Per hour	Council	Taxable	\$106.00	\$108.65
5.6	HACC - Fuel reimbursement	Per km	Council	Taxable	\$1.00	\$1.00

	Description	Basis	Nature of Fee	GST	2015-16 INC GST \$	2016-17 INC GST \$
5.7	Meals on Wheels	Per meal	Council	Non	\$8.90	\$9.10
5.8	Centre based meals	Per meal	Council	Non Taxable	\$8.00	\$12.00
5.9	PAC and Linkages	Per meal	Council	Taxable	\$14.91	\$15.20
6	Kindergartens					
6.1	Kindergarten Fees 4 year olds - \$300 per term per child (2017 calendar year)	Per year	Council	Non Taxable	\$1,100.00	\$1,200.00
6.2	Kindergarten Fees 3 year olds - \$300 per term per child (2017 calendar year)	Per year	Council	Non Taxable	\$1,100.00	\$1,200.00
7	Photocopying					
	All photocopying black and white only on plain paper					
7.1	A4	Per page	Council	Taxable	\$1.00	\$1.10
7.2	A3	Per page	Council	Taxable	\$1.00	\$1.10
7.3	Large document - per document up to 100 pages		Council	Taxable	\$25.00	\$27.50
7.4	Large document - per document up to 100 pages		Council	Taxable	\$40.00	\$44.00
8	Caravan Park Weekly Fees					
	Powered Site					
8.1	Caravan, trailer or like vehicle, or tent or like construction - weekly fee	Per site	Council	Taxable	\$120.00	\$130.00
8.2	Occupied (maximum of two persons) - per night	Per site	Council	Taxable	\$26.00	\$25.00
8.3	Each additional person (Children under 6 exempted) - per night	Per site	Council	Taxable	\$8.00	\$8.00
	Unoccupied - no tenants					
8.4	Caravan, trailer or like vehicle, or tent or like construction - weekly fee	Per site	Council	Taxable	\$46.00	\$42.00
	Unpowered Site					
8.5	Caravan, trailer or like vehicle, or tent or like construction - weekly fee	Per site	Council	Taxable	\$93.00	\$100.00
8.6	Occupied (maximum of two persons) - per night	Per site	Council	Taxable	\$21.00	\$20.00
8.7	Each additional person (Children under 6 exempted) - per night	Per site	Council	Taxable	\$7.00	\$7.00
9	Kaniva & Edenhope Shire Hall Charges					
9.1	Security deposit for licensed functions (refundable)	Per event	Council	Taxable	\$125.00	\$125.00
9.2	Insurance - functions without alcohol	Per event	Council	Taxable	\$90.00	\$90.00
9.3	Insurance - functions with alcohol	Per event	Council	Taxable	\$125.00	\$125.00
	Sounds System (PA System & microphones)	Per event	Council	Taxable	\$100.00	\$100.00
	Shire Halls including supper room and kitchen					
	Commercial Hire					
	<u>Auction sales, Elections, Commercial displays, business/professional visits</u>					
9.4	up to 12 hours	Per occasion	Council	Taxable	\$300.00	\$309.00
9.5	from 12 to 24 hours	Per occasion	Council	Taxable	\$500.00	\$515.00
	Public/Private Hire - Non Commercial Hire					
	<u>Weddings, Dinners, Funerals, Parties, Parades, Farewells</u>					
9.6	up to 12 hours	Per occasion	Council	Taxable	\$100.00	\$103.00
9.7	12 to 24 hours	Per occasion	Council	Taxable	\$150.00	\$155.00
9.8	24 hours to 3 days	Per occasion	Council	Taxable	\$300.00	\$309.00
	Rehearsals, Religious services					
9.9	up to 12 hours	Per occasion	Council	Taxable	\$25.00	\$30.00
9.10	12 to 24 hours	Per occasion	Council	Taxable	\$50.00	\$55.00
	Kitchen Hire Only					
9.11	up to 6 hours	Per occasion	Council	Taxable		\$20.00
9.12	up to 12 hours	Per occasion	Council	Taxable	\$20.00	\$40.00
	Supper room hire only					
9.13	Commercial use - up to 12 hours	Per occasion	Council	Taxable	\$80.00	\$84.00
9.14	Community use including - not for profit fundraising - up to 12 hours	Event with alcohol present	Council	Taxable	\$20.00	\$20.00
9.15	Community use including - not for profit fundraising - up to 12 hours	No alcohol event	Council	Taxable	\$1.00	\$1.00
9.16	Community use including - not for profit (Monthly fee)	Regular users per occasion	Council	Taxable	\$55.00	\$55.00
9.17	Community use including - not for profit (i.e. Yoga/dance/karate etc) (Yearly fee)	Regular users per occasion	Council	Taxable	\$220.00	\$220.00

	Description	Basis	Nature of Fee	GST	2015-16 INC GST \$	2016-17 INC GST \$
10	Kaniva Showgrounds and Recreation Reserve					
10.1	Kaniva Hockey Club	Annual Charge	Council	Taxable	\$500.00	\$515.00
10.2	Kaniva A & P Society	Annual Charge	Council	Taxable	\$500.00	\$515.00
10.3	Kaniva Cricket Club	Annual Charge	Council	Taxable	\$250.00	\$257.50
10.4	Kaniva/Leeor United Football/Netball Club	Annual Charge	Council	Taxable	\$4,500.00	\$4,635.00
10.5	Auctions - Commercial	Per event	Council	Taxable	\$250.00	\$257.50
10.6	Miscellaneous Oval Hire - Not for profit	Per event	Council	Taxable	\$1.00	\$1.00
10.7	Miscellaneous Oval Hire	Per day	Council	Taxable	\$120.00	\$120.00
10.8	Miscellaneous Oval Hire	Per half day	Council	Taxable	\$70.00	\$70.00
10.9	Circus	Day of circus	Council	Taxable	\$450.00	\$464.00
11	Planning Fees (Statutory)					
	Applications for Permits (Regulation 7)					
11.1	Class 1 Use only: to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:		Statutory	Non Taxable	\$502.00	\$502.00
11.2	Class 2 ^b > \$10,000 - \$100,000		Statutory	Non Taxable	\$239.00	\$239.00
11.3	Class 3 ^b > \$100,000 - To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:		Statutory	Non Taxable	\$490.00	\$490.00
11.4	Class 4 ^c ≤ \$10,000		Statutory	Non Taxable	\$102.00	\$102.00
11.5	Class 5 ^d > \$10,000 - \$250,000		Statutory	Non Taxable	\$604.00	\$604.00
11.6	Class 6 ^e > \$250,001 - \$500,000		Statutory	Non Taxable	\$707.00	\$707.00
11.7	Class 7 ^e > \$500,000 - \$1,000,000		Statutory	Non Taxable	\$815.00	\$815.00
11.8	Class 8 ^e > \$1,000,001 - \$7,000,000		Statutory	Non Taxable	\$1,153.00	\$1,153.00
11.9	Class 9 ^e > \$7,000,001 - \$10,000,000		Statutory	Non Taxable	\$4,837.00	\$4,837.00
11.10	Class 10 ^e > \$10,000,001 - \$50,000,000		Statutory	Non Taxable	\$8,064.00	\$8,064.00
11.11	Class 11 ^e > \$50,000,001		Statutory	Non Taxable	\$16,130.00	\$16,130.00
11.12	Class 12 To subdivide an existing block		Statutory	Non Taxable	\$386.00	\$386.00
11.13	Class 13 ^f To subdivide land into two lots		Statutory	Non Taxable	\$386.00	\$386.00
11.14	Class 14 To effect a realignment of a common boundary between lots or to consolidate two or more lots		Statutory	Non Taxable	\$386.00	\$386.00
11.15	Class 15 ^g To subdivide land		Statutory	Non Taxable	\$781.00	\$781.00
11.16	Class 16 To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction.		Statutory	Non Taxable	\$249.00	\$249.00
11.17	Class 17 ^h A) To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or B) to create or move a right of way.		Statutory	Non Taxable	\$541.00	\$541.00
11.18	Class 18 ^h A) To create, vary or remove an easement other than a right of way, or B) to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant.		Statutory	Non Taxable	\$404.00	\$404.00
	^a Applications for permit under section 47, other than an application under section 96(1), of the Planning and Environment Act 1987 .					
	^b Other than the application to subdivide land					
	^c Other than an application to undertake development ancillary to the use of the land for a single dwelling per lot, or an application to subdivide					
	^d Other than a Class 2 application; or a Class 3 application; or an application to subdivide land					
	^e Other than a Class 3 application; or an application to subdivide land					
	^f Other than a Class 12 application					
	^g Other than a Class 12 application; or a Class 13 application; or a Class 14 application					
	^h Other than a Class 16 application					
	Amendments to Planning Schemes (Regulation 6)					
11.19	Stage 1 Considering a request to amend a planning scheme; and taking action required by Division 1 of Part 3 of the Planning and Environment Act 1987; and if applicable, abandoning the amendment's in accordance with section 28		Statutory	Non Taxable	\$798.00	\$798.00
11.20	Stage 2 Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and providing assistance to a panel in accordance with section 158; and making a submission in accordance with section 24(b); and considering a report in accordance with section 27; and after considering submission and the report in accordance with Section 27; if applicable, abandoning the amendment in accordance with section 28.		Statutory	Non Taxable	\$798.00	\$798.00

	Description	Basis	Nature of Fee	GST	2015-16 INC GST \$	2016-17 INC GST \$
11.21	Stage 3 Adopting an amendment or a part of an amendment in accordance with Section 29; and submitting the amendment for approval in accordance with Section 31		Statutory	Non Taxable	\$524.00	\$524.00
11.22	Stage 4 Considering a request to approve an amendment in accordance with Section 35; and giving notice of an approval of an amendment in accordance with Section 36		Statutory	Non Taxable	\$798.00	\$798.00
11.23	Certificate of compliance (Regulation 10) The fee for an application for a certificate of compliance under Section 97N		Statutory	Non Taxable	\$147.00	\$147.00
11.24	Planning Certificate (Regulation 11) The fee for an application for a planning certificate under Section 198		Statutory	Non Taxable	\$18.20	\$18.20
11.25	Satisfaction Matters (Regulation 12) The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority		Statutory	Non Taxable	\$102.00	\$102.00
12 Building Fees						
New houses						
12.1	\$120,000 minimum fees		Council	Non Taxable	\$1,353.00	\$1,387.00
12.2	\$120,000 - \$200,000		Council	Non Taxable	\$1,626.00	\$1,667.00
12.3	\$200,000 - \$320,000		Council	Non Taxable	\$2,063.00	\$2,115.00
12.4	> \$320,000		Council	Non Taxable	Value/130	Value/130
Alterations to Houses						
12.5	Up to \$5,000		Council	Non Taxable	\$312.00	\$320.00
12.6	\$5,001 - \$12,000		Council	Non Taxable	\$602.00	\$617.00
12.7	\$12,001 - \$20,000		Council	Non Taxable	\$717.00	\$735.00
12.8	\$20,001 - \$80,000		Council	Non Taxable	\$835.00	\$856.00
12.9	\$80,001 - \$120,000		Council	Non Taxable	\$1,300.00	\$1,333.00
12.10	\$120,001 - \$200,000		Council	Non Taxable	\$1,628.00	\$1,669.00
12.11	\$200,001 - \$300,000		Council	Non Taxable	\$2,060.00	\$2,112.00
12.12	> \$320,001		Council	Non Taxable	Value/130	Value/130
Garages						
12.13	Up to \$5,000		Council	Non Taxable	\$312.00	\$320.00
12.14	\$5,001 - \$12,000		Council	Non Taxable	\$433.00	\$444.00
12.15	\$12,001 - \$20,000		Council	Non Taxable	\$555.00	\$569.00
12.16	\$20,001 - \$80,000		Council	Non Taxable	\$691.00	\$708.00
12.17	> \$80,000		Council	Non Taxable	Value/130	Value/130
Swimming & Fence						
12.18	Up to \$5,000		Council	Non Taxable	\$312.00	\$320.00
12.19	\$5,001 - \$12,000		Council	Non Taxable	\$555.00	\$569.00
12.20	\$12,001 - \$20,000		Council	Non Taxable	\$669.00	\$686.00
12.21	\$20,001 - \$80,000		Council	Non Taxable	\$788.00	\$808.00
12.22	> \$80,001		Council	Non Taxable	\$910.00	\$933.00
Demolition						
12.23	Class 1 or 10 building		Council	Non Taxable	\$266.00	\$273.00
12.24	Other class buildings		Council	Non Taxable	\$533.00	\$546.00
Commercial						
12.25	Up to \$5,000		Council	Non Taxable	\$312.00	\$320.00
12.26	\$5,001 - \$20,000		Council	Non Taxable	\$566.00	\$580.00
12.27	\$20,001 - \$100,000		Council	Non Taxable	\$ value @ 1% + \$344	\$ value @ 1% + \$353
12.28	\$100,001 - \$500,000		Council	Non Taxable	\$ value @ 3% + \$1,147	\$ value @ 3% + \$1,175

	Description	Basis	Nature of Fee	GST	2015-16 INC GST \$	2016-17 INC GST \$
12.29	\$500,001 - \$2,000,000		Council	Non Taxable	\$ value @ 1% + \$2,527	\$ value @ 1% + \$2,590
12.30	* Government Levy - Building Administration Fund (*Statutory Charge)			Non Taxable	\$ value @ 0.00128	\$ value @ 0.00128
	* Consult & report for Variations		VBA			
	* Extend currency of Permit		VBA			
	Private building Surveyor Lodgement Fees		VBA			
	Info Request reg 326 (1) Permit Info, Final Certificates, Current Orders or Notices		VBA			
	Info Request reg 326 (2) Flooding, Termite, Bushfire, Snowfall, Designated		VBA			
	Info Request reg 326 (3) Mandatory notification states, inspection dates		VBA			
	Info Request with Plan copies (includes 306 (1)		VBA			
	Request for search of Building Permit Plans		VBA			
	*Report & Consent		VBA			
	Planning Authority for Demolition Section 29a of the Act		VBA			
	Building over Council Easement Reg 312 (3)		VBA			
	Requests Under Part 4, 5 or 8 of the Reg 604 (4)		VBA			
	Requests for Legal point of discharge for Stormwater Reg 610 (2)		VBA			
	*Admin Fees for illegal building process		VBA			
	New houses		VBA			
	Outbuildings		VBA			
	Additions to houses		VBA			
	(includes alterations, pergolas & verandas)		VBA			
12.31	*Security Deposit for Relocation of Buildings				\$100.00 per square metre	
	External Inspections i.e. Private building surveyor etc					
12.32	Addition Inspection			Non Taxable	\$131.00	\$134.00
12.33	Contract Inspection - Foundations, Reinforcement & Finals			Non Taxable	\$199.00	\$204.00
12.34	Contract Inspection - Frame			Non Taxable	\$216.00	\$221.00
12.35	Building Notices/Orders			Non Taxable	Building fee + 25%	Building fee + 25%
	Occupancy Permit/Places of Public Entertainment		VBA			
13.36	Travel time & Vehicle cost where more than 5km from office			Non Taxable	\$1.08/km + \$82.00	\$1.10/km + \$84.00
13	Transfer Station Fees					
	Green Waste					
	Car boot load				No charge	No charge
	Single axle trailer (flush with sides)				No charge	No charge
	Utility load (flush with sides)				No charge	No charge
	Per cubic metre				No charge	No charge
13.1	Contaminated Green Waste per cubic metre	Per cubic metre	Council	Taxable	\$24.00	\$26.00
	Hard Waste					
13.2	General Waste	Per cubic metre	Council	Taxable	\$24.00	\$26.00
13.3	Passenger car tyre	Per item	Council	Taxable	\$11.00	\$11.00
13.4	Light truck tyre	Per item	Council	Taxable	\$16.00	\$16.00
13.5	Heavy truck tyre	Per item	Council	Taxable	\$24.00	\$24.00
13.6	Small tractor tyre	Per item	Council	Taxable	\$24.00	\$24.00
13.7	Large tractor tyre	Per item	Council	Taxable	\$42.00	\$42.00
13.8	Loads Concrete/Builders Rubble etc	Per cubic metre	Council	Taxable	\$77.00	\$80.00
13.9	Clean concrete	Per cubic metre	Council	Taxable	\$55.00	\$55.00
	Recyclables				\$0.00	\$0.00
13.10	120 litre bin collection - to deposit waste at the transfer station	Per item	Council	Taxable	\$5.00	\$5.00
13.11	Commercial 240 litre bin collection	Per item	Council	Taxable	\$7.00	\$7.00
	Mattresses/Couches					
13.12	Single	Per item	Council	Taxable	\$16.00	\$16.00
13.13	Double or larger	Per item	Council	Taxable	\$32.00	\$32.00
13.14	Prescribed waste (Asbestos - must be wrapped)	Per 10m ²	Council	Taxable	\$10.00	\$12.00
14	Waste Collection					
14.1	Rural 120 litre bin collection - annual charge - weekly collection	Yearly Fee	Council	Non Taxable	\$270.00	\$280.00
14.2	Commercial 240 litre bin collection - annual charge - weekly collection	Yearly Fee	Council	Non Taxable	\$370.00	\$380.00
14.3	Cost of 120 litre bin - new and replacement	Per bin	Council	Taxable	\$55.00	\$55.00
14.4	Cost of 240 litre bin - new and replacement	Per bin	Council	Taxable	\$88.00	\$88.00
14.5	Recycling bins	Per bin	Council	Taxable	\$45.00	\$45.00

	Description	Basis	Nature of Fee	GST	2015-16 INC GST \$	2016-17 INC GST \$
15	Pound Fees					
15.1	Pound Release Fees	Per occasion	Council	Taxable	\$30.00	\$35.00
15.2	Subsequent Pound Release Fee per cat/dog	Per occasion	Council	Taxable		\$70.00
	Daily Food Fee					
15.3	Dogs and Cats	Per animal per day	Council	Taxable	\$5.00	\$5.00
15.4	Livestock - Small Animal (sheep or equivalent)	Per animal per day	Council	Taxable	\$5.00	\$5.00
15.5	Livestock - Large Animal (cow or equivalent)	Per animal per day	Council	Taxable	\$10.00	\$10.00
	Surrendered Animals					
	Registered				No charge	No charge
15.6	Unregistered	Per animal	Council	Non Taxable	\$40.00	\$50.00
	Feral Cat				No charge	No charge
16	Local Laws					
	Local Law Permit - droving livestock, excess animal numbers, alcohol permit for hotels for consumption of alcohol outside of hotel					
16.1	Yearly	Yearly	Council	Non Taxable	\$50.00	\$55.00
	Daily - one off event - (e.g. street stall)	No charge			\$0.00	\$0.00
	Local Law Admin fee/fire admin/impounding livestock act, domestic animals					
16.2	Breach of a notice to comply		Council	Non Taxable	\$100.00	\$125.00

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during January and February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Jan/Feb
3. Councillors consider draft budgets at informal briefings	Mar/Apr
4. Proposed budget submitted to Council for approval	May
5. Public notice advising intention to adopt budget	May
6. Budget available for public inspection and comment	May
7. Public submission process undertaken	May/June
8. Submissions period closes (28 days)	June
9. Submissions considered by Council/Committee	June
10. Budget and submissions presented to Council for adoption	June
11. Copy of adopted budget submitted to the Minister	July
12. Revised budget where a material change has arisen	



WEST
WIMMERA
SHIRE COUNCIL

KT
3-5-17

CLEANING OF MUNICIPAL BUILDINGS EDENHOPE

CONTRACT NO. CM0455

Tenders for Cleaning of Municipal Buildings Edenhope in accordance with Contract No. CM0455 are invited and close at 2.00 p.m. on Wednesday 24th May 2017.

Tender documents may be downloaded via Councils e-tendering portal at www.tendersearch.com.au/westwimmera/

Late tenders and those received by facsimile will not be considered. The lowest or any tender not necessarily accepted.

DAVID LEAHY
CHIEF EXECUTIVE OFFICER



WEST
WIMMERA
SHIRE COUNCIL

KT
3-5-17

TOWN MAINTENANCE SERVICES KANIVA

CONTRACT NO. CM0456

Tenders for Town Maintenance Services Kaniva in accordance with Contract No. CM0456 are invited and close at 2.00 p.m. on Wednesday 24th May 2017.

Tender documents may be downloaded via Councils e-tendering portal at www.tendersearch.com.au/westwimmera/

Late tenders and those received by facsimile will not be considered. The lowest or any tender not necessarily accepted.

DAVID LEAHY
CHIEF EXECUTIVE OFFICER



WEST
WIMMERA
SHIRE COUNCIL

KT
3-5-17

**PUBLIC CONSULTATION SESSION
TO DISCUSS 2017/18 RATE CAPPING
VARIATION**

West Wimmera Shire Council invites members of the public to attend a public consultation session to discuss the rate increase for the 2017/18 year.

Council is proposing to apply to the Essential Services Commission to permit a 3.5% rate increase for each of the 2017/18, 2018/19, 2019/20 and 2020/21 budget years.

This proposed rate increase is 1.5% above the Victorian Government's published rate increase cap for 2017/18 of 2.0%.

The reasoning behind Council's proposed increase will be explained during the consultation sessions.

Council will hold two, 1 hour public consultation sessions:

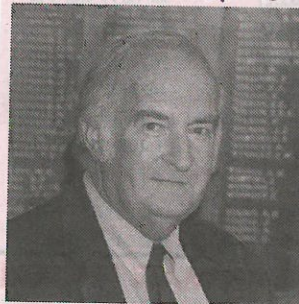
5.30pm Monday 8 May - Edenhope Council Chamber, 49 Elizabeth Street Edenhope

5.30pm Tuesday 9 May - Kaniva Council Chamber, 25 Baker Street Kaniva

All interested members of the public are invited to attend.

Any person requiring further information should contact Council's Acting Director of Corporate and Community Services, Mr Ashley Roberts on 03 5392 7700.

KT 3-5-17



**MAYOR REPORT
Bruce Meyer**

Kaniva, Lillimur and Serviceton lead the Wimmera for tax deductible donations, more than doubling anyone else in the region.

Three out of four largest amounts of tax paid came from Lillimur, Serviceton and Kaniva.

While Natimuk residents received the highest amount of interest earned on savings, Kaniva came in a close second Kaniva was also second in work related car expenses.

These are indeed interesting figures, which indicate there is money in the district. It makes me wonder why banks are not queuing up to open a branch locally, instead of one closing down.

There still has been no official reason given for the local bank closure, the figures above make the whole episode quite mystifying.

Bruce Meyer
Mayor

West Wimmera Shire

OUR latest business venture in Kaniva has certainly created a lot of interest.

The puppet shop has been bringing in a lot of visitors both local and from far away.

It is an attractive shop with a lot to look at. If you like to do a jigsaw puzzle or two of any size, you will find something to keep you active during the cold winter days. Or a puppet or kite for somebody in your family!

This is a shop with capacity to stop passing traffic, even buses have shown interest in making it a regular stopping point. Congratulations to the proprietor on this initiative.

Some interesting figures have been printed from the annual tax stats of 2014/15.



W.M.C
3-5-17

APR 16 0865

PUBLIC CONSULTATION SESSION TO DISCUSS 2017/18 RATE CAPPING VARIATION

West Wimmera Shire Council invites members of the public to attend a public consultation session to discuss the rate increase for the 2017/18 year.

Council is proposing to apply to the Essential Services Commission to permit a 3.5% rate increase for each of the 2017/18, 2018/19, 2019/20 and 2020/21 budget years.

This proposed rate increase is 1.5% above the Victorian Government's published rate increase cap for 2017/18 of 2.0%.

The reasoning behind Council's proposed increase will be explained during the consultation sessions.

Council will hold two, 1 hour public consultation sessions:

- 5.30pm Monday 8 May - Edenhope Council Chamber, 49 Elizabeth Street Edenhope
- 5.30pm Tuesday 9 May - Kaniva Council Chamber, 25 Baker Street Kaniva

All interested members of the public are invited to attend.

Any person requiring further information should contact Council's Acting Director of Corporate and Community Services, Mr Ashley Roberts on 03 5392 7700.



WWA
3-5-17

PUBLIC CONSULTATION SESSION TO DISCUSS 2017/18 RATE CAPPING VARIATION

West Wimmera Shire Council invites members of the public to attend a public consultation session to discuss the rate increase for the 2017/18 year.

Council is proposing to apply to the Essential Services Commission to permit a 3.5% rate increase for each of the 2017/18, 2018/19, 2019/20 and 2020/21 budget years.

This proposed rate increase is 1.5% above the Victorian Government's published rate increase cap for 2017/18 of 2.0%.

The reasoning behind Council's proposed increase will be explained during the consultation sessions.

Council will hold two, 1 hour public consultation sessions:

5.30pm Monday 8 May - Edenhope Council Chamber, 49 Elizabeth Street Edenhope

5.30pm Tuesday 9 May - Kaniva Council Chamber, 25 Baker Street Kaniva

All interested members of the public are invited to attend.

Any person requiring further information should contact Council's Acting Director of Corporate and Community Services, Mr Ashley Roberts on 03 5392 7700.



WWA
3-5-17

Director Corporate & Community Services

- Deliver a range of sustainable community service programs
- Drive innovation, change & cross-organisational collaboration
- Lead meaningful community consultation & engagement

Council are seeking to appoint a committed professional to the role of Director Corporate & Community Services. An attractive salary package including motor vehicle, accommodation and relocation expenses will be negotiated.

Please contact Nikki Sportelli on 0498 642 422 for a position description or confidential discussion. Applications should be forwarded to nikki@simpli-u.com.au by **close of business on Mon 15 May 2017**.



WWA
3-5-17

Meals On Wheels

EDENHOPE

- 8 - 12 May
Edenhope RSL
- 15 - 19 May
Edenhope Race Club



WWA
3-5-17

ADMINISTRATION SUPPORT OFFICER – FLOOD RECOVERY

9 Month Fixed Term Position - Edenhope

Council is seeking an enthusiastic person to commence as soon as possible until the 31st of January 2018.

The position is based at the Edenhope Depot and will provide administration support to the Council's Flood Recovery Team. To be considered for this role you must be diligent, computer literate and possess well-developed written and verbal communication skills. Financial literacy will be well-regarded.

Flexible working hours (including job share possibilities) can be negotiated with successful applicant.

The Position Description can be downloaded via Council's website www.westwimmera.vic.gov.au/Council/Employment and is available at Council's Edenhope and Kaniva Municipal Offices.

If you require more information please contact Les Edmestone, Flood Recovery Project Manager on 03 5585 9900 or via email lesedmestone@westwimmera.vic.gov.au

Applications addressing the key selection criteria are to be forwarded to:

Robyn Evans
General Manager Infrastructure, Development and Works, West Wimmera Shire Council
PO Box 201, EDENHOPE VIC 3318

Or via email to:
council@westwimmera.vic.gov.au

Attention: Robyn Evans

Closing date 15 May 2017 12:00pm

Expressions of Interest



WWA
3-5-17

CLEANING OF MUNICIPAL BUILDINGS KANIVA

CONTRACT NO. CM0454

Tenders for Cleaning of Municipal Buildings Kaniva in accordance with Contract No. CM0454 are invited and **close at 2.00 p.m. on Wednesday 24 May 2017**.

Tender documents may be downloaded via Councils e-tendering portal at www.tendersearch.com.au/westwimmera/ Late tenders and those received by facsimile will not be considered. The lowest or any tender not necessarily accepted.

David Leahy
CHIEF EXECUTIVE OFFICER

SPOTLIGHT ON RURAL COUNCILS

A joint Victorian Parliamentary Inquiry looking into the sustainability and challenges facing local councils will visit South West Victoria later this year.

Already, written submissions to the Inquiry have raised the possibility of council amalgamations.

Deputy Chair of the Environment, Natural Resources and Regional Development Committee, Simon Ramsay, said it will be an important opportunity for local ratepayers to speak up.

"The Committee is keen to travel to country areas which are really feeling the stress of increases in rates and costs. These will be made worse by the Andrews Government's introduction of annual valuations.

"These things impact every ratepayer one way or other – and we want to hear about it.

"It could be road maintenance, weed control, rate increases or flood preparation," Mr Ramsay said.

The Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils has already taken 53 written submissions.

The potential of the Inquiry and the level of interest in its work has resulted in a 12-month extension to its reporting period, which is now due

in March 2018. The public hearings for the South West region will happen in November.

"Within it's written submission, Rural Councils Victoria (RCV), which represents 38 rural councils, has outlined layers of additional and rising costs facing small councils with limited capacity to pay for them.

"This includes the loss of the \$160 million Roads and Bridges program, the increasing cost of council elections, naming of new roads - things out of the council's control – but they pay for them nevertheless.

The RCV makes an example to explain the city-country divide:

Stonnington Council 26 km² 58,000 properties Rate income of \$98,420,000.

Buloke Council 6000km² 6736 properties Rate income of \$12,073,000.

"The example shows that the 'one-size-fits-all' formula doesn't work.

"That's why we want to hear from as many people – in writing or in person – to paint the most comprehensive report possible. Country Victoria needs to be a loud voice in this," Mr Ramsay said.

www.parliament.vic.gov.au/enrrdc/inquiry/401



www A
10-5-17

Manager Infrastructure Engineering

Due to a recent promotion, West Wimmera Shire Council is seeking a full-time Manager Infrastructure Engineering.

This is an opportunity to join a small and dynamic team in a great rural environment. As part of a small Shire, the Manager Infrastructure Engineering sees the full spectrum of projects and has the opportunity to take projects from design through to completion.

Manager Infrastructure Engineering

This role will report to the Director Infrastructure Development and Works and will have close collaboration with the Manager of Works.

Civil Engineering qualifications are highly desirable however other relevant qualifications are accepted.

The role is offered at a Band 7 and is a full-time, permanent appointment.

Interested applicants can download the position description from Council's website www.westwimmera.vic.gov.au

To apply please provide a CV and a brief response to the key selection criteria of the role, demonstrating how your skills and experience fit the role. Applications to be emailed to council@westwimmera.vic.gov.au or to 49 Elizabeth Street, Edenhope, 3318

For more information about the role, contact Robyn Evans 03 5585 9900.

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RATE CAP REVIEW FOR SHIRE

from page 1.

Federal government funding to council has not increased.

David Leahy said issues such as increased costs of quarry products, survey equipment and bitumen affected the costs of maintaining assets.

Council outlined they have several options to assist them with the costs of asset renewals, being to reduce costs, increase other revenue, borrow money, get grants, share services or engage contractors. Each of these he explained come with risks that may see the shire fall behind rather than move ahead with outcomes to the community.

Members of the public that attended varied in their responses, with some indicating an extreme aversion to rate rises, while others stated that the shire already has the lowest rates in the state and if we don't improve our assets the effects will snowball with people leaving.

The public raised the issues of the threat from continued population decline and how to retain and attract residents, others raised staff work rates as a potential concern.

Concerns regarding current (and

currently planned) infrastructure projects e.g. Apsley Recreation Reserve upgrades and Kaniva Community Hub (at the football grounds) renewal running over budget were raised. Cr Pretlove said other projects were under review on this basis. CEO David Leahy said the organisation has changed how projects will be managed to reduce the risks of this occurring in the future.

Ashley explained that applying for the exemption for four years does not obligate councillors to raise rates by 3.5% per annum, but gives flexibility up to this figure if needed. Once projects are identified for inclusion in the exemption, this can't be changed. Therefore only asset renewals e.g. roads, halls, bridges or footpaths could be improved, not new buildings or programs from the rate rise.

In the years preceding the rate cap, the shire rates rose by 2009/10 - 3%, 2010/11 - 7%, 2011/12 - 9.9%, 12/13 - 7%, 13/14 - 5.5%. Prior to the rate cap council's long term financial plan was based on 3.3% per annum moving forward. The question is now, what is best for the shire?

Feedback welcomed by the shire.



WWA
10-5-17

WEST
WIMMERA
SHIRE COUNCIL

MUNICIPAL EARLY YEARS PLAN

Parents and families within West Wimmera Shire are encouraged to have their say in the development of a new Municipal Early Years Plan.

Planning for early years is an essential requirement for the provision of ongoing and effective services for children aged between 0 and 8 years. Municipal Early Years Plans cover areas including Maternal and Child Health, Kindergartens, Child Care and the early years of Primary School.

Parents and families can contribute by completing a family survey and having their say in the future of early years within our Shire. Surveys are to be completed by Friday 26 May and can be obtained from any of our kindergartens, Shire Offices in Edenhope and Kaniva, or online at www.westwimmera.vic.gov.au/Council/Have-Your-Say

Further information contact Catherine Hurley, Early Years Coordinator, 03 5392 7716, earlyyears@westwimmera.vic.gov.au

RATE CAP REVIEW FOR SHIRE

West Wimmera Shire Council is undertaking public consultation regarding a proposal to increase the rate from the 2% set by the Minister for Local Government to 3.5%.

After reviewing the past 10 years' income and expenditure and making estimates about the future, Ashley Roberts, Acting Director of Corporate and Community Services, has presented a recommendation that the shire should seek a rate-cap exemption.

David Leahy, WWSC CEO, said Councillors have endorsed seeking an Expression of Interest for the exemption, which triggers a requirement for community consultation, but does not lock in the rate rise.

Crs Domaschcz and Pretlove were in attendance at Monday night's public consultation meeting and both expressed concern about increasing rates. Cr Pretlove said, "I haven't wanted to do it." At the same time she said that it appeared community expectations could not be met for renewals of halls and roads with the current income.

Prior to rate capping the shire rates rises were highly variable, and the current low rates set by the State Government are reported by the staff to be out of line with the fact their bills are increasing and both the State and *cont. p4.*

WWA
10-5-17



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10-5-17

WEST
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SHIRE COUNCIL

ADMINISTRATION SUPPORT OFFICER – FLOOD RECOVERY

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Attention: Robyn Evans

Closing date 15 May 2017 12:00pm

Community



WWA
10-5-17

Meals On Wheels

EDENHOPE

- 15 - 19 May
Edenhope Race Club
- 22 - 26 May
St. Malachy's School