



**MINUTES OF THE ORDINARY COUNCIL MEETING OF THE HINDMARSH SHIRE COUNCIL
HELD AT THE COUNCIL CHAMBER, NHILL ON WEDNESDAY 5 JULY 2017,
COMMENCING AT 3:00PM**

AGENDA

1. Acknowledgement of the Indigenous Community and Opening Prayer

2. Apologies

3. Confirmation of Minutes

4. Declaration of Interests

5. Public Question Time

6. Correspondence

7. Assembly of Councillors

7.1 Record of Assembly

8. Planning Permit Reports

- 8.1 Application for Planning Permit 1558-17
- 8.2 Application for Planning Permit 1556-17

9. Reports Requiring a Decision

- 9.1 Hindmarsh Shire Health and Wellbeing Plan

10. Special Committees

- 10.1 Rainbow Town Committee
- 10.2 Wimmera Mallee Pioneer Museum Committee
- 10.3 Nhill Town Committee

11. Late Reports

- 11.1 Melbourne Cup Day Public Holidays 2017

12. Other Business

No report

13. Confidential Matters

- 13.1 National Disability Insurance Scheme Registration

14. Meeting Close

Present: Crs. D. Nelson (Mayor), R. Lowe (Deputy Mayor), D. Colbert, T. Schneider, R. Gersch, R. Ismay

In Attendance:

Greg Wood (Chief Executive Officer), Anne Champness (Director Infrastructure Services), Monica Revell (Acting Director Corporate Services), Philip King (Acting Director Community Services)

1. ACKNOWLEDGEMENT OF THE INDIGENOUS COMMUNITY AND OPENING PRAYER

Cr Nelson opened the meeting at 3:00pm by acknowledging the Indigenous Community and offering the opening prayer.

2. APOLOGIES

No apology

3. CONFIRMATION OF MINUTES

RECOMMENDATION:

That the Minutes of the Ordinary Council Meeting held on Wednesday 21 June 2017 in the Council Chamber, Nhill as circulated to Councillors be taken as read and confirmed.

MOVED: CRS Schneider/ Lowe

That the Minutes of the Ordinary Council Meeting held on Wednesday 21 June 2017 in the Council Chamber, Nhill as circulated to Councillors be taken as read and confirmed, with a correction that Cr Schneider did only meet with A. Gasperoni once, and attended the Dimboola Memorial Secondary College School Council meeting on 15 May 2017.

CARRIED

Attachment: 1

4. DECLARATION BY COUNCILLORS OR OFFICERS OF ANY DIRECT OR INDIRECT INTEREST IN ANY ITEM ON THE AGENDA.

- Direct; or
- Indirect interest
 - a) by close association;
 - b) that is an indirect financial interest;
 - c) because of conflicting duties;
 - d) because of receipt of an applicable gift;
 - e) as a consequence of becoming an interested party; or
 - f) because of an impact on residential amenity.

Declaration of direct or indirect interest must also be advised by Councillors at the commencement of discussion of the specific item.

Cr Ismay declared a conflict of interest in item 8.2 due to an indirect interest because of conflicting duties.

5. PUBLIC QUESTION TIME

6. CORRESPONDENCE

6.1 GENERAL CORRESPONDENCE

No correspondence

7. ASSEMBLY OF COUNCILLORS

No report

8. PLANNING PERMITS

8.1 APPLICATION FOR PLANNING PERMIT 1558-17

Responsible Officer:	Director Infrastructure Services
File:	Planning – Applications – 1558-17
Assessment:	027720
Attachment:	2
Applicant:	Wayne Albrecht
Owner:	Wayne Albrecht
Subject Land:	Lot 2, PS519066B (18 St Leonards Avenue, Dimboola)
Proposal:	Construction of a garage
Zoning & Overlays:	General Residential Zone (GRZ1) and Public Park and Recreation Zone (PPRZ) Land Subject to Inundation Overlay (LSIO), Environmental Significance Overlay – Schedule 3 & 6 (ESO3 & ESO6)

Summary:

The subject site is located on the south side of St Leonards Avenue approximately 130m west of Burnside Avenue. The land is irregular in shape and has two distinct components. There is a residential component typical of the surrounding urban area, which is located towards St Leonards Avenue. A second larger component adjoins the Wimmera River. The 'residential' area is developed with a dwelling and several sheds.

It is proposed to erect a garage on the rear eastern corner of the residential block with dimensions of 7m x 7m and a 2.7m height. The garage will be setback 0.2m from the adjacent boundary fence. The garage will be within that part of the site that is within the General Residential Zone.

Under the General Residential Zone, a planning permit is not required to construct a garage if it is associated with a dwelling. In this instance a planning permit is however required as the position of the proposed garage is within a Land Subject to Inundation Overlay (LSIO). Any proposed building on land covered by a LSIO triggers the requirement for a planning permit. The purpose of the control is to minimise potential flood damage.

The application was referred to Wimmera Catchment Management Authority (WCMA) due to the LSIO. The authority did not object to the application but has required permit conditions, these are included as part of the recommendation.

The Hindmarsh Planning Scheme encourages investment within townships whilst seeking to minimise adverse environmental outcomes from weather events. The proposal is consistent with these planning objectives.

Notification & Referral of Application:

Pursuant to Sections 52 and 55 of the Planning and Environment Act 1987 (the Act), notice of the application can be given to the community and must be referred to stipulated authorities.

Community:

Pursuant to Section 52 of the Act, Council is required to give notice of this application to any person it considers the grant of the permit may cause material detriment. Notice of this

application was not given as the only permit trigger relates to the Land Subject to Inundation Overlay.

Authorities:

Pursuant to Section 52 of the Act, notice of this application was not sent to any authorities due to the nature of what is proposed.

Pursuant to Section 55 of the Act, notice of this application was sent to the WCMA and the authority did not object subject to the inclusion of permit conditions.

Strategic, Statutory and Procedural Requirements:

The proposal is consistent with the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.

Report to Council:

The Town Planner advises that all obligations of Council (strategic, statutory and procedural) have been addressed and discharged in this planning application.

Processing Times:

The application was received on the 23 May 2017. The report is being presented to the Council meeting of 5 July 2017. The statutory processing time requirements of the Planning and Environment Act 1987 have been satisfied.

Conflict of Interest:

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible – Anne Champness, Director Infrastructure Services

In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Peter Jewell, Town Planner

In providing this advice as the Author, I have no disclosable interests in this report.

RECOMMENDATION:

That Council approves Planning Application 1558-17 allowing a Planning Permit for the construction of a garage at Lot 2 PS519066B (18 St Leonards Avenue, Dimboola). The Planning Permit shall be issued with the following conditions:

1. Endorsed Plan:

The location and design of the development as shown on the endorsed plans shall not be altered or modified, whether or not in order to comply with any statute or statutory rule or local law or any other reason without the consent of the Responsible Authority. These plans include Figure 1 supplied by the WCMA and referenced in Condition 5.

2. Storage restriction:

The garage shall only be used for domestic purposes associated with the dwelling on the subject site.

3. Easements:

The garage shall not be sited above any easements.

Wimmera Catchment Management Authority requirements:

4. The finished floor level of the proposed shed is to be constructed at or above the flood level of 103.4 metres (AHD).

5. Any fencing on flooded land (refer to figure 1) must be of an open style, for example post and wire fencing. The fencing should not impede the flow of floodwater on this allotment.

6. No earthen landfill is to be placed on the land other than that required to build up the land in order to achieve Condition 4 above.

7. Permit Lapse/Extension:

The time for commencement of the development is within two years from the date of issue of the permit and the development works are to be completed within two years of the commencement of the permit. An extension of time of the development may be issued if application is made less than three months after the date on which the permit would have lapsed.

MOVED: CRS Schneider/ Ismay

That Council approves Planning Application 1558-17 allowing a Planning Permit for the construction of a garage at Lot 2 PS519066B (18 St Leonards Avenue, Dimboola). The Planning Permit shall be issued with the following conditions:

1. Endorsed Plan:

The location and design of the development as shown on the endorsed plans shall not be altered or modified, whether or not in order to comply with any statute or statutory rule or local law or any other reason without the consent of the Responsible Authority. These plans include Figure 1 supplied by the WCMA and referenced in Condition 5.

2. Storage restriction:

The garage shall only be used for domestic purposes associated with the dwelling on the subject site.

3. Easements:

The garage shall not be sited above any easements.

Wimmera Catchment Management Authority requirements:

4. The finished floor level of the proposed shed is to be constructed at or above the flood level of 103.4 metres (AHD).

5. Any fencing on flooded land (refer to figure 1) must be of an open style, for example post and wire fencing. The fencing should not impede the flow of floodwater on this allotment.

6. No earthen landfill is to be placed on the land other than that required to build up the land in order to achieve Condition 4 above.

8. Permit Lapse/Extension:

The time for commencement of the development is within two years from the date of issue of the permit and the development works are to be completed within two years of the commencement of the permit. An extension of time of the development may be

issued if application is made less than three months after the date on which the permit would have lapsed.

CARRIED

Attachment: 2

Cr Ismay declared a conflict of interest due to an indirect interest because of conflicting duties in Item 8.2 and left the room at 3.05pm.

8.2 APPLICATION FOR PLANNING PERMIT 1556-17

Responsible Officer:	Director Infrastructure Services
File:	Planning – Applications – 1556-17
Attachment:	3
Applicant:	Victorian Off Road Racing Association Inc
Owner:	Various Crown Land and roads
Subject Land:	Various Crown Allotments (west of Rainbow township (refer to attachments))
Proposal:	Rainbow Desert Enduro (Place of Assembly).
Zoning & Overlays:	Farming Zone (FZ), Public Park and Recreation Zone (PPRZ), Public Resource and Conservation Zone (PCRZ), various Overlays.

Summary:

This application seeks planning approval to stage the 'Rainbow Desert Enduro'. The event will be held over approximately one week in August 2017. The event is proposed by the Victorian Off Road Racing Association Inc. The race will occur over local roads and land to the west of the Rainbow Township. A staging area is located north of the Rainbow airstrip. The staging site and course is relatively remote with no nearby sensitive uses.

The proposal is a low impact event that requires no permanent structures to be erected. In preparation for the event there has been widespread consultation with the local Rainbow community, Council, Parks Vic and DELWP. The race will occur over existing roads, and through paddocks and there are considerable efforts involved in providing marshalls to ensure no conflict with regular users of the roadways. No native vegetation removal is proposed.

It is proposed to hire temporary toilet facilities and structures. Given the one off nature of the proposal it is appropriate to place an expiry date on the planning permit. The proposed expiry date allows a minimum of four weeks to clean the staging site and race route. It is anticipated that any tidying will occur before the expiry of the permit.

The application has been referred to DELWP. The Department had no objection to the application and required no conditions.

The Hindmarsh Planning Scheme encourages community involvement in sporting events and economic development. The proposal is entirely consistent with these planning objectives.

Notification & Referral of Application:

Pursuant to Sections 52 and 55 of the Planning and Environment Act 1987 (the Act), notice of the application must be given to the community and referred to stipulated authorities.

Community:

Pursuant to Section 52 of the Act, Council is required to give notice of this application to any person it considers the grant of the permit may cause material detriment. Notice of this application was not given as existing roadways are to be used and there has already been considerable public consultation.

Authorities:

Pursuant to Section 52 of the Act, notice of this application was not referred to any authorities as the proposal is not subject to any relevant controls.

Pursuant to Section 55 of the Act, notice of this application was sent to DELWP. The authority has not objected to the proposal.

Strategic, Statutory and Procedural Requirements:

The proposal is consistent with the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.

Report to Council:

The Town Planner advises that all obligations of Council (strategic, statutory and procedural) have been addressed and discharged in this planning application.

Processing Times:

The application was received on 2 May 2017. The report is being presented to the Council meeting of 5 July 2017. The statutory processing time requirements of the Planning and Environment Act 1987 have been satisfied.

Conflict of Interest:

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible – Anne Champness, Director Infrastructure Services

In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Peter Jewell, Town Planner

In providing this advice as the Author, I have no disclosable interests in this report.

RECOMMENDATION:

That Council approves Planning Application 1556-17 allowing a Planning Permit to hold the 'Rainbow Race Enduro' (Place of Assembly) during August 2017 in various locations west of the Rainbow Township. The Planning Permit shall be issued with the following conditions:

1. Endorsed Plan:

The location and design of the development as shown on the endorsed plans shall not be altered or modified, whether or not in order to comply with any statute or statutory rule or local law or any other reason without the consent of the Responsible Authority.

2. Certificate of Currency for Public Liability Insurance:

The use hereby permitted shall not commence until a current certificate of currency for Public Liability Insurance has been obtained.

3. Maintenance:

Maintenance of all works, surrounds and parking areas within the site shall be carried out in such a manner to render the site neat, tidy and clean at all times.

All Council road and road related infrastructure must be reinstated to a condition of equal or greater condition than before the event.

4. Parking and Traffic Management:

No vehicle associated with the event shall be parked in a road reserve abutting the subject land, unless in a designated area approved by the Director Infrastructure Services.

A Traffic Management Plan must be submitted to Council four (4) weeks prior to the running of the event. Once approved, notification must be given to the community not less than 14 days from the event.

5. Amenity:

The amenity of the area shall not be detrimentally affected by the use or development through the:

- ***Transport of materials, goods or commodities to or from the land;***
- ***Appearance of any building, works or materials;***
- ***Emission of noise, artificial light, vibration, smells, fumes, smoke, vapour, steam, soot, ash dust, waste water, waste products, grit or oil; and***
- ***Presence of vermin or otherwise.***

6. Waste Disposal:

All wastes including sewage, sullage and refuse, shall be disposed of in the proper manner, to the satisfaction of the Responsible Authority (Environmental Health Officer).

7. Water Supply:

The use hereby permitted shall not commence until an adequate supply of potable water has been provided, to the satisfaction of the Responsible Authority (Environmental Health Officer).

8. Food Handling:

Any food intended to be sold must be the subject of a 'Single Food Event' Application, and shall be to the satisfaction of the Responsible Authority (Environmental Health Officer).

9. Signs Requiring Further Approval:

Unless no permit is required under the Planning Scheme, signs must not be constructed or displayed without a further permit.

10. Emergency Services Given Notice:

Emergency Services (Country Fire Authority, Police & Ambulance) are to be given 14 days written notice of the proposed event and a further 48 hours' notice before the commencement of any activity onsite, by the organiser.

11. Clean up:

The permit holder will ensure the site is in a neat and tidy manner with all rubbish removed prior to the lapse of the permit.

12. Lapse Of Permit:

This Permit shall lapse on the 30 September 2017.

MOVED: CRS Gersch/ Lowe

That Council approves Planning Application 1556-17 allowing a Planning Permit to hold the 'Rainbow Race Enduro' (Place of Assembly) during August 2017 in various locations west of the Rainbow Township. The Planning Permit shall be issued with the following conditions:

1. Endorsed Plan:

The location and design of the development as shown on the endorsed plans shall not be altered or modified, whether or not in order to comply with any statute or statutory rule or local law or any other reason without the consent of the Responsible Authority.

2. Certificate of Currency for Public Liability Insurance:

The use hereby permitted shall not commence until a current certificate of currency for Public Liability Insurance has been obtained.

3. Maintenance:

Maintenance of all works, surrounds and parking areas within the site shall be carried out in such a manner to render the site neat, tidy and clean at all times.

All Council road and road related infrastructure must be reinstated to a condition of equal or greater condition than before the event.

4. Parking and Traffic Management:

No vehicle associated with the event shall be parked in a road reserve abutting the subject land, unless in a designated area approved by the Director Infrastructure Services.

A Traffic Management Plan must be submitted to Council four (4) weeks prior to the running of the event. Once approved, notification must be given to the community not less than 14 days from the event.

5. Amenity:

The amenity of the area shall not be detrimentally affected by the use or development through the:

- *Transport of materials, goods or commodities to or from the land;*
- *Appearance of any building, works or materials;*
- *Emission of noise, artificial light, vibration, smells, fumes, smoke, vapour, steam, soot, ash dust, waste water, waste products, grit or oil; and*
- *Presence of vermin or otherwise.*

6. Waste Disposal:

All wastes including sewage, sullage and refuse, shall be disposed of in the proper manner, to the satisfaction of the Responsible Authority (Environmental Health Officer).

7. Water Supply:

The use hereby permitted shall not commence until an adequate supply of potable water has been provided, to the satisfaction of the Responsible Authority (Environmental Health Officer).

8. Food Handling:

Any food intended to be sold must be the subject of a 'Single Food Event' Application, and shall be to the satisfaction of the Responsible Authority (Environmental Health Officer).

9. Signs Requiring Further Approval:

Unless no permit is required under the Planning Scheme, signs must not be constructed or displayed without a further permit.

10. Emergency Services Given Notice:

Emergency Services (Country Fire Authority, Police & Ambulance) are to be given 14 days written notice of the proposed event and a further 48 hours' notice before the commencement of any activity onsite, by the organiser.

11. Clean up:

The permit holder will ensure the site is in a neat and tidy manner with all rubbish removed prior to the lapse of the permit.

12. Lapse Of Permit:

This Permit shall lapse on the 30 September 2017.

CARRIED

Attachment: 3

Cr Ismay returned to the meeting at 3.07pm.

9. REPORTS REQUIRING A DECISION

9.1 HINDMARSH SHIRE HEALTH AND WELLBEING PLAN

Responsible Officer: Acting Director Community Services
Attachment Number: 4

Introduction:

This report seeks Council endorsement of the Draft 2017-2021 Municipal Public Health and Wellbeing Plan (MPHWP) referred to in the 2017–2021 Hindmarsh Shire Council Plan as the Health and Wellbeing Plan.

Under the *Public Health and Wellbeing Act 2008, Sections, 26 and 27*, Local Government must plan for the health and wellbeing of its community.

This can be done by either a standalone Municipal Public Health and Wellbeing Plan (MPHWP) or through the inclusion of public health matters in the Council Plan.

As Council has chosen to consider and document the requirements of the MPHWP into the 2017-2021 Council Plan, Council therefore has to seek exemption from the Department of Health and Human Services (DHHS) from producing a stand-alone MPHWP.

As part of this exemption process, Council needs to provide a copy of the endorsed draft Health and Wellbeing Plan to DHHS by 17 July 2017.

As Council will need to wait on advice from the Essential Services Commission before endorsing the Council Plan and Health and Wellbeing Plan to go out for public comment, it is likely that Council will have to call a special Council meeting in late July or early August.

The 2017-2021 Council Plan needs to be adopted by Council by 31 August 2017.

Background

In preparation and development of the Health and Wellbeing Plan, Council has engaged with the community and other stakeholders including Wimmera Primary Care Partnership, West Wimmera Health Service, Wimmera Health Care Group among others to establish key priority areas.

From this engagement process four priority areas have emerged;

- Healthy Eating and Living
- Physical Activity
- Social Connection; and
- Family Violence (as a result of the Royal Commission into Family Violence, this priority area is now mandatory to be included within MPHWP's).

These priorities have been grouped into four broad key result areas (KRAs) within the 2017-2021 Council Plan.

These KRAs reflect Council's priorities and provide a framework for implementing, reporting and monitoring our strategies:

- Community Liveability;
- Built and Natural Environment;
- Competitive and Innovative Economy; and
- Our People, Our Processes.

Link to Council Plan:

- 1.1 An actively engaged community
- 1.2 A range of effective and accessible services to support the health and wellbeing of our community
- 1.3 A community that is physically active with access to a wide range of leisure, sporting and recreation facilities
- 2.1 Well-maintained physical assets and infrastructure to meet community and organizational needs
- 3.2 A thriving tourism industry
- 3.3 Modern and affordable information and communication technology throughout the municipality
- 3.4 Transport solutions that support the needs of our communities and businesses

Financial Implications:

Projects identified in the 2017-2021 Municipal Public Health and Wellbeing Plan will be funded through grant applications or through the Council Budget.

Risk Management Implications:

Appropriate Risk Assessments will be prepared in accordance with Council's procedures and policies prior to the implementation of any initiatives.

Communications Strategy:

The draft 2017–2021 Hindmarsh Shire Council Plan incorporating the 2017-2021 Municipal Public Health and Wellbeing Plan will be made available to key stakeholders and the wider community for comment following the Special Council meeting indicated to be held in late July / early August 2017.

The draft 2017–2021 Hindmarsh Shire Council Plan incorporating the 2017-2021 Municipal Public Health and Wellbeing Plan and public consultation period will be promoted with a media release, on Council's website and Facebook page. Hardcopies will be made available at each Customer Service Centre, and to other key stakeholders.

Conflict of Interest:

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible and author – Phil King, Acting Director Community Services

In providing this advice as the Officer Responsible and author, I have no disclosable interests in this report.

RECOMMENDATION:

That Council endorses and releases the draft 2017–2021 Hindmarsh Shire Council Plan incorporating the 2017-2021 Municipal Public Health and Wellbeing Plan for submission to the Department of Health and Human Services as part of the application for exemption from the preparation of a standalone 2017-2021 Municipal Public Health and Wellbeing Plan.

MOVED: CRS Schneider/ Ismay

That Council endorses and releases the draft 2017–2021 Hindmarsh Shire Council Plan incorporating the 2017-2021 Municipal Public Health and Wellbeing Plan for submission

to the Department of Health and Human Services as part of the application for exemption from the preparation of a standalone 2017-2021 Municipal Public Health and Wellbeing Plan.

CARRIED

Attachment: 4

10. SPECIAL COMMITTEES

10.1 RAINBOW TOWN COMMITTEE

Responsible Officer: Director Corporate and Community Services
Attachment: 5

Introduction:

The Rainbow Town Committee held its Meeting on 22 May 2017. The purpose of this report is to note the minutes from this meeting. A copy of the minutes is included as an attachment for the information of Council.

RECOMMENDATION:

That Council notes the minutes of the Rainbow Town Committee Meeting on 22 May 2017.

MOVED: CRS Ismay/ Lowe

That Council notes the minutes of the Rainbow Town Committee Meeting on 22 May 2017.

CARRIED

Attachment: 5

10.2 WIMMERA MALLEE PIONEER MUSEUM

Responsible Officer: Director Corporate and Community Services
Attachment: 6

Introduction:

The Wimmera Mallee Pioneer Museum Committee held its Meeting on 16 May 2017. The purpose of this report is to note the minutes from this meeting. A copy of the minutes is included as an attachment for the information of Council.

RECOMMENDATION:

That Council notes the minutes of the Wimmera Mallee Pioneer Museum Committee Meeting on 16 May 2017.

MOVED: CRS Lowe/ Ismay

That Council notes the minutes of the Wimmera Mallee Pioneer Museum Committee Meeting on 16 May 2017.

CARRIED

Attachment: 6

10.3 NHILL TOWN COMMITTEE

Responsible Officer: Director Corporate and Community Services

Attachment: 7

Introduction:

The Nhill Town Committee held its Meeting on 19 June 2017. The purpose of this report is to note the minutes from this meeting. A copy of the minutes is included as an attachment for the information of Council.

RECOMMENDATION:

That Council notes the minutes of the Nhill Town Committee Meeting on 19 June 2017.

MOVED: CRS Schneider/ Colbert

That Council notes the minutes of the Nhill Town Committee Meeting on 19 June 2017.

CARRIED

Attachment: 7

11. LATE REPORTS

11.1 MELBOURNE CUP DAY PUBLIC HOLIDAYS 2017

Responsible Officer: Acting Director Corporate Services

Introduction:

Council resolved at its meeting held on 17 May 2017 to substitute the Melbourne Cup Public Holiday held on 7 November 2017 for two localities within the Shire. The motion set the Nhill Show Day Public Holiday for 12 October 2017 and the Rainbow Show Day Public Holiday for 10 October 2017 with the remainder of the shire remaining on 7 November, Melbourne Cup Day.

The original report contained an error with the dates of the Hindmarsh Shire show days; this report outlines the procedure and updated options for the declaration of substitute public holidays for Melbourne Cup Day in 2017.

Discussion:

In 2011, the Victorian Government amended the *Public Holidays Act 1993* to give regional Councils the ability to request alternative local public holiday arrangements in lieu of Melbourne Cup Day.

The Public Holidays Act 1993 section 8A (1) states:

Council may request substitute holiday for Melbourne Cup Day

- (1) *A non-metropolitan Council may request in writing that the Minister make a declaration under section 8(1)—*
 - (a) *that the day appointed under section 6 being the first Tuesday in November (Melbourne Cup Day) is not in a specified year such a public holiday in the whole or any part of the municipal district of that Council; and*
 - (b) *that another day or 2 half-days (one half-day of which may be Melbourne Cup Day) be appointed as a public holiday or 2 public half-holidays in that year.*
- (2) *A request under subsection (1) must—*
 - (a) *be made at least 90 days before the Melbourne Cup Day to which the request relate; and*
 - (b) *specify the day or 2 half-days of the substituted public holiday; and*
 - (c) *specify the reasons for making the request.*
- (3) *In making a declaration on a request under subsection (1), the Minister must not appoint a Saturday or a Sunday as a public holiday or a public half-holiday.*
- (4) *A public holiday or 2 public half-holidays appointed under section 8(1) on a request under subsection (1) in respect of part of a municipal district of a Council applies or apply only in that part of the municipal district.*

Since 2012, Hindmarsh Shire Council has successfully applied to the Minister for Small Business for substitute public holidays to Melbourne Cup Day for the Rainbow and Nhill agricultural shows, as these are held each year on weekdays. The Dimboola and Jeparit districts continued to take Melbourne Cup Day as a public holiday, as their respective agricultural shows fall on a weekend.

Councils nominating substitute holiday arrangements need to make their request at least 90 days prior to Melbourne Cup Day 2017, that is, no later than Wednesday 9 August 2017.

The dates for the 2017 agricultural shows are:

Rainbow	Tuesday 17 October 2017;
Nhill	Thursday 19 October 2017;
Dimboola	Saturday 21 October 2017; and
Jeparit	Sunday 22 October 2017.

The Nhill Show public holiday incorporates the localities of Broughton, Yanac, Netherby, Lorquon, Nhill, Glenlee, Kiata, Gerang Gerung and Little Desert.

The Rainbow Show public holiday incorporates the localities of Rainbow, Albacutya and Kenmare.

Options:

Council has several options to consider:

1. Council may choose not to nominate any substitutes and Melbourne Cup Day will automatically apply as a public holiday for the whole Shire on the first Tuesday in November;
2. Nominate a substitute public holiday for the whole Shire;
3. Nominate substitute public holidays in each part of the Shire; or
4. Parts of the Shire take Melbourne Cup Day on the first Tuesday of November and other parts of the Shire nominate a substitute public holiday.

Communication Strategy:

Advertisements will be placed in each of the local papers following approval of the Gazettal by the Minister for Small Business.

Conflict of Interest:

Under section 80C of the LGA officers providing advice to Council must disclose any interests, including the type of interest.

Author and Officer Responsible: Monica Revell, Acting Director Corporate Services.

In providing this advice as the Author and Officer Responsible, I have no interests to disclose.

RECOMMENDATION:

That Council writes to the Minister for Small Business expressing a preference for the following:

1. ***A substitute public holiday in lieu of Melbourne Cup Day for Rainbow Show (Tuesday 17 October 2017) for the localities of Rainbow, Albacutya and Kenmare within the Shire;***
2. ***A substitute public holiday in lieu of Melbourne Cup Day for Nhill Show (Thursday 19 October 2017) for the localities of Broughton, Yanac, Netherby, Lorquon, Nhill, Glenlee, Kiata, Gerang Gerung and Little Desert within the Shire; and***
3. ***Melbourne Cup Day for the remainder of the Shire.***

MOVED: CRS Lowe/ Gersch

That Council writes to the Minister for Small Business expressing a preference for the following:

1. ***A substitute public holiday in lieu of Melbourne Cup Day for Rainbow Show (Tuesday 17 October 2017) for the localities of Rainbow, Albacutya and Kenmare within the Shire;***
2. ***A substitute public holiday in lieu of Melbourne Cup Day for Nhill Show (Thursday 19 October 2017) for the localities of Broughton, Yanac, Netherby, Lorquon, Nhill, Glenlee, Kiata, Gerang Gerung and Little Desert within the Shire;
and***
3. ***Melbourne Cup Day for the remainder of the Shire.***

CARRIED

12. OTHER BUSINESS

13. CONFIDENTIAL REPORTS

In accordance with Section 89 (2) of the *Local Government Act 1989*, Council may close the meeting to the public if items to be discussed are deemed confidential, that is, if the items to be discussed relate to:

- (a) Personnel matters;
- (b) The personal hardship of any resident or ratepayer;
- (c) Industrial matters;
- (d) Contractual matters;
- (e) Proposed developments;
- (f) Legal advice;
- (g) Matters affecting the security of Council property;
- (h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person;
- (i) a resolution to close the meeting to members of the public.

RECOMMENDATION:

That the meeting be closed in accordance with Section 89 of the Local Government Act 1989, to consider (a) personnel matters;

13.1 National Disability Insurance Scheme Registration

MOVED: CRS Gersch/Lowe

That the meeting be closed in accordance with Section 89 of the Local Government Act 1989, to consider (a) personnel matters;

13.1 National Disability Insurance Scheme Registration

13.2 Staffing matters

CARRIED

MOVED: CRS Schneider/ Gersch

That the meeting moves out of closed session, releasing that we thank Peter Jewell for his work with and contribution to Council.

CARRIED

14. MEETING CLOSE

There being no further business, Cr Nelson declared the meeting closed at 4:08pm



ASSEMBLY OF COUNCILLORS RECORD

Assembly of Councillors means a planned or scheduled meeting of at least 3 councillors and one member of council staff which considers matters that are intended or likely to be:

- a) the subject of a decision of the Council; or*
- b) subject to the exercise of a function, duty of power of the council that has been delegated to a person or committee; but does not include a meeting of the Council, a special committee of the Council, a club, association, peak body, political party or other organisation.*

Requirements to be observed by an assembly of Councillors (Section 80A Local Government Act, 1989)

Title of Meeting: Council Briefing Session

Date: Wednesday 7 July 2017 **Time:** 12:00pm – 3:00pm

Assembly Location: Council Chambers, 92 Nelson St, Nhill

Present:

Crs. D. Nelson (Mayor), D. Colbert, R. Lowe, T. Schneider, R. Gersch, R. Ismay

Apologies:

In Attendance:

Mr. G. Wood (Chief Executive Officer), Ms. A. Champness (Director Infrastructure Services), Mrs. M. Revell (Director of Corporate and Community Services) (3-4), Mr. P. King (Director of Corporate and Community Services) (3-4).

Conflict of Interest Disclosures

1. Direct; or
2. Indirect interest
 - (a) by close association;
 - (b) that is an indirect financial interest;
 - (c) because of conflicting duties;
 - (d) because of receipt of an applicable gift;
 - (e) as a consequence of becoming an interested party; or
 - (f) because of an impact on residential amenity.

Declaration of direct or indirect interest must also be advised by Councillors at the commencement of discussion of the specific item.

Councillors:

Nil

Officers:

Nil

Matters Discussed:

No.	Detail	Presenter
1.	Onsite visit	Kim Gibson
2.	Nhill Sporting Club	Brett Wheaton
3.	Wimmera Regional Library Corporation	Ann Tyweth
4.	Council question time	

Completed by: Greg Wood



Signed:

Date: 05/07/2017

Must be kept for four years from date of the assembly. Available for public inspection at Council Offices for 12 months after date of assembly.

HINDMARSH SHIRE COUNCIL BUDGET 2017-18

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HINDMARSH SHIRE COUNCIL

2017-18 BUDGET

COUNCILLORS

Cr Debra Nelson, Mayor
Cr Ron Lowe, Deputy Mayor
Cr David Colbert
Cr Rob Gersch
Cr Ron Ismay
Cr Tony Schneider

SENIOR MANAGEMENT

Chief Executive Officer, Mr Greg Wood
Director Infrastructure Services, Ms Anne Champness
Acting Director Corporate Services, Mrs Monica Revell
Acting Director Community Services, Mr Phil King

COUNCIL OFFICE

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Nhill 3418
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1 Mayor's & Chief Executive Officer's Summary

We are pleased to present the 23rd Hindmarsh Shire Council Budget to the Hindmarsh community.

The 2017/2018 Annual Budget balances the retention of existing community service levels, maintenance and renewal of assets, and new initiatives designed to grow our economy, improve amenity and make Hindmarsh a better place to live in a challenging financial environment.

Our challenge is twofold:

- (1) Our ability to increase our revenue is compromised by:
 - The capping of increases to our largest revenue stream, rates and charges, to 2% combined with our existing low rate base.
 - The reduction of our second largest revenue stream, state and federal government funding, over time. Examples are the discontinuation of the \$1m state government Country Roads and Bridges Program and the federal government's freeze of the Financial Assistance Grants' indexation which took more than half a million dollars out of our budget over three years.
 - Our small population, severely restricting our ability to develop alternative revenue streams.
- (2) Our ability to contain costs is impacted by environmental factors outside our control:
 - The large geographic area (7,500km²) we cover and small, dispersed population (5,721), compromising our ability to create economies of scale.
 - The significant amount of required infrastructure (including 3,177km of roads, six bridges and 27km of pipes/drains).

In addressing this substantial challenge, we are taking a three-pronged approach: We are continually creating efficiencies and savings within our business, we are continuing to seek additional funding from the state and federal governments and we are pursuing a variation of the average rate cap set by the state government.

This is the second year of rate capping. While Council was able to keep the rate increase in line with the 2.5 per cent cap set for 2016/17, we have made an application to the Essential Services Commission for a special order to increase the average rate cap for the 2017/18 financial year under section 185E of the Local Government Act and are waiting for the outcome of the application.

Council has proposed a higher cap of 4% for the 2017/18 financial year, 2% above the average rate cap set by the Minister for Local Government in December 2016. This budget is based on the higher cap of 4%. The 2% increase above the average rate cap will provide additional income of approximately \$144,000 in Council's 2017/18 Annual Budget.

We provide 100 different services in a municipality with a large geographical area and manage a substantial amount of infrastructure outlined above. To undertake this work, in 2017/18 we will raise revenue of \$17.4m, 47% of which will come

from rates and charges and 35% from state and federal government funding and the remainder from fees and charges.

The higher cap will not only enable Council to continue to deliver day-to-day community services like community care, youth engagement and libraries, and maintain and renew our infrastructure at the levels required by our residents and ratepayers, it will also allow for the inclusion of the resheeting of Hazeldene Road, Jeparit. Without the increased cap this project would need to be deferred, with the flow on effect of deferring other projects in future years.

Council understands that no one likes paying taxes and is particularly conscious when setting rate rises of our community's ability to pay. However, the reality is that our community rightfully places a significant expectation on Council to maintain services in the shire, ranging from school crossing supervisors, meals on wheels and home care through to the Nhill Aerodrome, recreation reserves and swimming pools. In addition, there are many services imposed on us by state legislation, such as food monitoring in licenced venues, animal control activities and the control of roadside weeds and pests.

Costs outside Council's control associated with many of these services, are escalating well beyond the 2% rate cap set by the state government. When coupled with the removal of the State Government's \$1m Roads and Bridges funding and the previous freeze of Commonwealth Assistance Grants indexation, Council will experience significant budgetary pressure in future years that will most likely lead to the reduction of services. In 2016/17 and 2017/18 budgets the impact of these measures has been reduced but not eliminated thanks to an increase in roads funding through the Federal Government's Roads to Recovery (R2R) Program. Our funding from this program is normally \$759,424 per annum, however, in recognition of the important work councils do in maintaining local roads vital to our economy, the Federal Government has assigned funds from the Fuel Excise Tax to increased R2R allocations over the 2015/16 to 2017/18 years. This takes our funding in 2016/17 to \$1,753,308 and in 2017/18 to \$1,518,849. In the 2018/19 financial year, our funding under this program will revert to its regular level of \$759,424 per annum, at which time Council will need to make some difficult financial decisions.

In preparing our annual budget, we have considered community feedback and priorities. We have undertaken an unprecedented amount of community consultation over the last couple of years, including for the development of Jeparit and Rainbow Community Plans, Dimboola and Nhill Community Precinct Plans, Hindmarsh Youth Strategy, Hindmarsh Shire Sport and Recreation Strategy and Economic Development Strategy. Council has also engaged strongly with our farming community to determine priorities for the maintenance and development of our road network.

Our community engagement throughout the municipality has helped us understand the views of our ratepayers and residents in relation to what services and infrastructure are important to them and assisted in prioritising and aligning the expectations of our community with our capacity to deliver. The strategic plans have helped us understand the needs of our community and establish consensus

on priority projects, services and infrastructure with a view to Council working with the communities to deliver the priorities over a period of time.

We are particularly proud of our farmer consultations. This ongoing conversation with our farming community commenced in 2015 with 11 community forums across the shire. In these sessions we discussed our financial environment and challenges, explained how we determine what infrastructure works we will be undertaking in any financial year and sought feedback from the farmers in attendance about our road management plan. Attendees workshopped what roads were of particular importance in their local area so that our limited resources could be put towards works that would have the biggest impact. Attendees also identified particular issues of concern, including tree trimming and removal. Based on the feedback from these consultations, we created a new category of road, 6S Rural Road Strategic, in our Road Management Plan and shifted resources towards the roads and works identified. For the development of the 2017/18 budget eight community conversation sessions were held incorporating farmer consultation with broader community consultation.

Capital Works

This is the fourth year in which Council has included a three year view of proposed capital works projects, and the first year of including a four year proposed list of capital works projects. The first of the four years are the initiatives locked in and included in the 2017/18 budget, with the proposed second, third and fourth year capital works listed as an addendum at the rear of the document. This is a guide to projects proposed in future years, improving transparency and providing the community with an opportunity to comment. As seen in this budget, circumstances may transpire that require an alteration of the previously proposed works. In this instance, the significant reduction in external funding has rendered a large part of the upgrade works previously proposed unattainable.

Key Initiatives

We have outlined some key initiatives below, further details are included in the relevant sections of the budget.

Community Infrastructure

- Development of a new Dimboola Community, Civic and Business Hub. Council has obtained funding from the state government's "Living Libraries" program and we have applied for additional funding from the federal government to construct the Hub. The project is estimated at \$1.6m.
- Construction of new skate parks at Dimboola and Rainbow, supported by state government funding of \$100,000 for each park.

Tourism Development

- After significant tourism development initiatives in the previous financial years, in 2017/18 Council has allocated \$10,250 towards the purchase of bicycles for the Riverside Holiday Park in Dimboola.
- Council has allocated \$6,500 to support the inaugural Rainbow Desert Enduro in August 2017.

Economic Development:

- This is the second year that Council will be providing the Business Assistance Grants. The Business Assistance Grants aims to support local businesses expanding their operations or new businesses, large and small, to establish in the Shire. It will provide assistance to offset costs associated with expanding or establishing a business in Hindmarsh Shire. \$20,000 has been included in the 2017/18 budget for this project.
- Council has allocated \$50,000 in recurrent and \$100,000 in capital as seed funding for grant opportunities arising from the Economic Development Strategy and \$50,000 in capital as seed funding for opportunities arising from the Precinct Plans and Recreation Strategy.

Empowered Communities

- Council will provide \$7,500 to each of the Shire's four Town Committees. This funding can be used as seed funding for grants that will fund works important to the community in each town. This is the third year Council has provided this funding to the Town Committees which has enabled some fantastic projects in our towns over the years.
- Hindmarsh Youth Council: Council created a Youth Council in 2015 and funding of \$10,000 in the 2017/18 budget will allow this successful initiative to continue.
- Council will provide \$30,000 to its Community Action Grants which will enable community groups to apply for funding for events, minor facility upgrades, small equipment and community assistance.

Infrastructure

- Albacutya Bridge: Nearing 100 years of age, Albacutya Bridge is due for replacement, the cost of which is estimated at \$3,300,000. The project has a three year timeframe and Council commenced a sinking fund to accumulate cash over these three years to cover its contribution to the project. In the 2016/17 budget Council allocated \$500,000 to this fund, a further \$325,000 have been allocated in the 2017/18 budget. Council will continue to seek state and federal government funding towards the project.
- Local Roads: Lorquon East Road: Council has allocated \$727,397 to undertake two further reconstruction projects on the Lorquon East Rd. Council has been progressively working on this road, with reconstruction and widening works, to fulfil its long term goal of a major east west transport link through the centre of the Shire.
- Construction of Sealed Pavements: Council has budgeted for a further two major reconstruction projects - Langford Street, Nhill and Netherby Baker Road, Netherby. These projects carry a total cost of almost \$190,000.
- Two large unsealed road resheet projects, Yanac South Road, Broughton: and Halls Road, Nhill: will total more than \$260,000.
- Sealed Pavement Shoulder Resheet: In 2017/18 Council will be undertaking sealed pavement shoulder resheets on Woorak Ni Ni Lorquon Road, Winiam East Road and Winiam Road.
- Council will be undertaking 13 reseal projects in 2017/18, totalling more than half a million dollars. These projects include Albacutya Road, Kinimakatka Road, MacPherson Street, Netherby Baker Road, Nhill Murrayville Road, Park Street, Rainbow, Tarranyurk East Road, Winiam East Road, Rainbow Nhill

Road, Sands Avenue / John Street, Jeparit, Anna Street, Dimboola, Arkona-Katyl Road, and Gray, King & Queen Streets, Rainbow.

- Farmer consultation projects: Council is very pleased to include the unsealed pavement resheet of Hazeldene Road, Jeparit (Rural) as one of the projects advocated for by farmers during our series of farmer consultations .

Conclusion

The 2017/18 Budget provides for a broad range of services, programs and infrastructure projects and is a reflection of the strategic direction that Council has adopted through the Council Plan. The budget has been developed through a rigorous process of consultation and review with officers, senior management, Council and community.

Council will incur a cash deficit of \$2.11 million for the financial year, which will leave cash reserves at year-end of \$2.40m. The large deficit is due to the early payment of the Victorian Grants Commission in June 2017. Council will remain debt free and will maintain cash reserves in excess of \$2m, which is the minimum cash Council believes it needs to hold to meet its normal cash operating cycle and retain a buffer. Council has focussed specifically on cost efficiencies in the last three years and will continue to do so to ensure it delivers maximum value to its community.

Council is confident that the document presented to the community balances financial prudence and community needs. Importantly, the budget delivers key goals contained in the Council Plan.

To ensure that Council can continue to fulfil its obligation to the community to deliver services in a cost-effective manner, it is imperative that Council strengthens its rates base over time and continues to seek government grants for major projects. Of equal importance is the need to have strategic plans in place to set Council's direction and to take advantage of grant opportunities as they arise. Council's numerous strategies and plans underpin the budget. The budget is also framed having regard to the Shire's unique demographics and challenges. We would finally like to acknowledge that a key ingredient in delivering budgeted outcomes continues to be the hard work of the shire's workforce and its many volunteers.

We commend the 2017/18 budget to the Hindmarsh community and look forward to implementing its many programs and initiatives.

Cr Debra Nelson
Mayor

Greg Wood
Chief Executive Officer

2 Budget Preparation and Influences

2.1 Budget Preparation

Under the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations), 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 2017/18 Budget is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations as well as the Institute of Chartered Accountants Australia and New Zealand *Victorian City Council Model Budget 2017/18*. 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 ending 30 June 2018 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, Council seeks pre-budget submissions from community groups. Next, officers 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 July for approval "in principle". Council 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 website. A person has the 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 undertakes a community engagement process including public information sessions.

With the introduction of the State Government Rates Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year,

If a council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). Hindmarsh Shire Council has submitted an application to the Essential Services Commission for a variation to this rate cap for the 2017/18 year of 2%. A successful application would allow Hindmarsh Shire Council to increase general rates and municipal charges by 4% for the 2017/18 year. The ESC will determine whether the rate increase variation submission has been successful by 31 July, 2017. In many cases, this will require councils to provide 'public notice' on two separate proposed budgets simultaneously, i.e. the Minister's maximum rate increase and the council's required rate increase.

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 31 August, 2017 and submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised on the below:

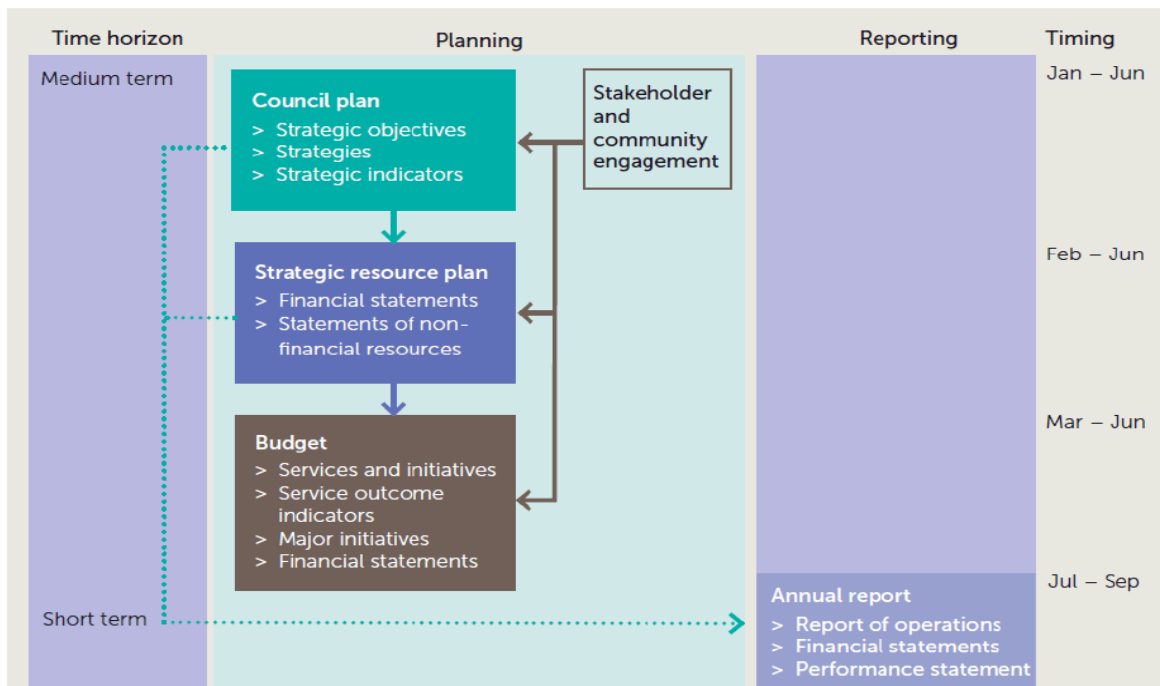
Budget Process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Seek pre-budget submissions	Dec/Jan
3. Officers prepare operating and capital budgets	Jan/Feb
4. Council advises the ESC if it intends to make a rate variation submission	Jan/Feb
5. Officers update Council's long term financial projections	Jan/Feb
6. Council submits formal rate variation submission to ESC	May
7. Councillors consider draft budgets at informal briefings	Mar/Apr
8. ESC advises whether rate variation submission is successful	July
9. Proposed budget submitted to Council for approval	July
10. Public notice advising intention to adopt budget	July
11. Budget available for public inspection and comment	Jul/Aug
12. Public submission process undertaken	Aug
13. Submission period closes (28 days)	Aug
14. Submissions considered by Council	Aug
15. Budget and submissions presented to Council for adoption	Aug
16. Copy of adopted budget submitted to Minister	Aug
17. Revised budget where a material change has arisen	Sep-Jun

2.2 Linkage to the Council Plan

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

Strategic planning framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, 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 then framed within the Strategic Resource Plan, taking into account the activities and initiatives which contribute to achieving the strategic objectives specified in the Council Plan during that financial year. The following diagram depicts Council's strategic planning framework:



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, must be completed by 30 June following Council elections and is reviewed each year between April and June.

Our Vision

- A caring, active community enhanced by its liveability, environment and economy.

Our Mission

1. To provide accessible services to enable the community to be healthy, active and engaged.
2. To provide infrastructure essential to support the community.
3. To protect and enhance our natural environment.
4. To foster a thriving and diversified local economy where economic growth is encouraged and supported.
5. To realise the excellence in our people, processes and systems.

Our Values

Hindmarsh Shire Council is committed to:

- Leadership and Direction
- Transparency and Accountability
- Honesty and Integrity
- Trust and Respect
- Diversity and Equality
- Justice and Fairness
- Sustainability

- Aspiration

Strategic objectives

Council delivers services and initiatives under 47 service categories. Each contributes to the achievement of one of the four Key Result Areas (KRA) set out in the Council Plan for years 2017-2021. The following table lists the four KRA as described in the Council Plan.

Key Result Area	What we will achieve:
Community Liveability	1.1 An actively engaged community.
	1.2 A range of effective and accessible services to support the health and wellbeing of our community.
	1.3 A community that is physically active with access to a wide range of leisure, sporting and recreation facilities.
Built and Natural Environment	2.1 Well-maintained physical assets and infrastructure to meet community and organisational needs.
	2.2 A community that reduces its reliance on water and manages this resource wisely.
	2.3 A healthy natural environment.
	2.4 A community living more sustainably.
Competitive and Innovative Economy	3.1 A strong rural economy and thriving towns.
	3.2 A thriving tourism industry.
	3.3 Modern and affordable information and communication technology throughout the municipality.
	3.4 Transport solutions that support the needs of our communities and businesses.
Our People, Our Processes	4.1 Long-term financial sustainability.
	4.2 Quality customer services.
	4.3 An engaged, skilled Council and workforce capable of meeting community needs.
	4.4 Efficient and effective information communications technology.
	4.5 Support for the community in the areas of emergency preparedness, response and recovery
	4.6 An organisation that takes its risk management responsibilities seriously and embeds a culture of risk management throughout the organisation.

2.3 Budget Influences

Snapshot of Hindmarsh Shire Council

Hindmarsh Shire is situated in central North West Victoria, south of the Mallee and north of the Grampians. It is 350 kilometres northwest of Melbourne. It is bounded on the east, west and south by the shires of Yarriambiack, West Wimmera and the Rural City of Horsham respectively, which form the area generally referred to as the Wimmera. The northern section of the Shire is part of the Mallee region. To the north is the Rural City of Mildura. The Hindmarsh Shire Council was created in January 1995 as part of a state-wide local government reform program. The Hindmarsh Shire consists of the former Shire of Dimboola (created 1885) and the Shire of Lowan (created 1875).

Population

According to the Australian Bureau of Statistics, the Shire's estimated residential population at the 2016 Census was 5,721. Almost 90% of the population live in the townships of Dimboola (1,730), Jeparit (477), Nhill (2,184) and Rainbow (683). Based on the 2016 Census data, our shire has the second lowest population density in the State of Victoria at less than one person per square kilometre. At the other end of the spectrum, the City of Port Phillip has the highest population density in Victoria with 4,803/per square kilometre. If Port Phillip had Hindmarsh Shire's density, it would have a population of just 16 people. If Hindmarsh Shire had Port Phillip's density, we would have a population of 36 million.

Recent years have seen an increase in residents from a culturally and linguistically diverse background, particularly in Nhill. Approximately 180 Karen have made their home in Nhill since Luv-a-duck initiated employment of five migrants in 2010. Support with paperwork, visa documentation and settlement in general is currently provided by a part-time Settlement Officer as well as the Nhill Neighbourhood House. Council has also received funding for the employment of a Migration Employment Coordinator and is pursuing opportunities for the continued and increased provision of settlement support.

On census night 2016, there were 2,848 males and 2,872 females in the Shire. There were 82 people of indigenous origin. The median age in Hindmarsh is 50 years compared with Australia's median of 38 years.

83.5% stated that they were Australian-born, compared to 8.2% born elsewhere. English was the only language spoken in 88.0% of homes, compared to 5.4% other languages of which the most common were Karen (2.4% or 140 people), Malayalam (0.5%), Filipino, Dutch and German (all 0.2%).

Agriculture

Agricultural land covers a large part of the Shire and as a major source of employment and wealth, is one of its most valuable assets. Hindmarsh is essentially 'broad acre' dry land farming. The current and future prosperity of the Shire depends heavily on the health and productivity of the land. Major crops include wheat, barley, oats, lupins, field peas, chick peas, canola, vetches, lentils and faba beans. Wool and sheep meat are also significant. In recent years, Hindmarsh has also established itself as a major producer – and exporter - of hay.

Employment

According to the 2011 Census (2016 Census employment data was not available at the time of preparing the Budget), in Hindmarsh;

- 26.1% of workers are in agriculture, forestry & fishing;
- 17.4% of workers are in health & community services;
- 8.5% of workers are in retail;
- 7.8% of workers are in manufacturing;
- 6.5% of workers are in education and training;
- 6.5% of workers are in transport, postal and warehousing; and
- 4.9% of workers are in public administration and safety.

At Census time men made up 56.2% of workers, women 43.8%. The workforce in the municipality is also ageing. More than one in three workers in the health and community services sector in Hindmarsh, an area already facing skill shortages, will be reaching retirement age over the next 20 years.

Budget implications

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 2017/18 has been set at 2%.
- State-wide CPI is forecast to be 2.0% for the 2017/18 year.
- Council renegotiated a new Enterprise Bargaining Agreement that commenced on 29 July 2016.
- Ongoing 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.
- 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 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*.

As well as the above external factors, there are a number of budget implications in the short and long term as a result of the Shire's demographic profile:

- Isolation and large distances increase transport costs when compared to most other shires. This is not just an issue for residents but also for the cost of Council's works as transport costs make up a large portion of the Council Budget.
- The Shire is substantially agriculture based and continues to deal with a small and ageing population. Budget implications arise in Council having to cope with infrastructure renewal, such as a large local road network, with limited ability to source funds from a small ratepayer base.
- 851 ratepayers were entitled to the pensioner rebate; this represents 1 in 3 of all residential properties. As pensioners have limited disposable incomes, rate increases have a real impact on their ability to make ends meet. For this reason, Hindmarsh Shire Council whole-heartedly supports the Municipal Association of Victoria's call for the State Government to increase the pensioner rate rebate to realistic levels.
- Rates have historically been held low but have increased over recent years to enable the Shire to remain sustainable, maintain service levels and fund much-needed infrastructure.

Budget assumptions

The following assumptions have been used for the preparation of the Budget:

- 30 days payment cycle for trade creditors.
- 30 days collection period for trade and miscellaneous debtors.
- CPI estimated to be 2 percent.
- Victorian Grants Commission funding to remain unchanged.
- Roads to Recovery grant will have a higher payment of \$1.51m.

Budget principles

The following principles adopted by Council underpin the preparation of the budget:

- Maintaining cash reserves of at least \$2m.
- Working capital ratio to be at least 100 percent.
- Focus on asset renewal before asset upgrade wherever possible.
- Consistency of budget with SRP and long term financial plan.
- Funding Council Plan strategies wherever possible.
- Funding existing services and programs.

As well as the above principles, in establishing the allocation of funds raised, Council and the community invariably confront trade-offs – service provision versus funds required to provide said services. A set of eight principles set out below form the basis of Council's decision on its funds:

1. Sustainable financial management

The aggregate revenue raised by Council needs to be sufficient to cover the aggregate long-run cost of delivering the services provided measured on an accrual-accounting basis. Sustainable financial management requires the application of a multi-year framework to financial management, asset management, planning, spending and revenue decisions.

2. Evaluating and setting priorities

Council is aware of and will have regard to the views of its communities with respect to the priority areas for Council services. Council will heighten the communities' awareness of the short and long-term financial implications of potential service priorities and key decisions, including trade-offs between service priorities.

3. Core Functions

Council will continue to provide a full range of municipal goods and services in accordance with its statutory and community service obligations.

Where Council engages in the provision of services that resemble those of private sector markets, the application of competitive neutrality principles requires Council to aim to recover the full costs of a significant business activity, including the direct costs of providing goods and services, rate and tax equivalent payments and a commercial rate of return on investment.

4. Identifying the cost of service delivery

Council will understand the cost of delivering its services as an acknowledgement that this information is useful in determining the range of services, and the level of service provision, and the corresponding structure for rates and charges.

5. Prudent borrowings for infrastructure

Borrowings when undertaken prudently are an appropriate means for local government to finance long lived infrastructure assets as the cost of servicing of debt through rates or user charges enables the cost of the asset to be matched with the benefits from consumption of the services over the life of the asset, thereby promoting intergenerational equity. Council has decided not to borrow this year because of the impact on future recurrent expenditure.

6. Pricing of services

The appropriate setting of prices for goods and services is essential for the efficient recovery of the costs of providing council services and Council recognises that by choosing the appropriate instrument (rates, fees, user charges) it can achieve a better indication of the willingness of the community to pay for services and minimize the economic distortions that may arise when an inappropriate instrument is used.

Council will recover costs for services directly from the users of those services if a service benefits identifiable individuals or groups. Where infrastructure costs are directly attributable to individual property owners, Council will recover those costs through the application of special charge schemes, developer charges or contributions.

Fees and charges should be applied as far as practicable to raise revenue for the provision of services that are not pure public services, with efficient pricing, to ensure that services provided by local government are supplied to those who are willing to pay the opportunity cost of supply.

Council will also take into consideration the community's ability to pay as well as the benefits derived from the provision of services.

7. Openness and transparency

Council is accountable and responsible for the policy decisions with respect to the range of services provided, the expenditure and delivery of the services and the way services are funded and paid for by the community. Open and transparent processes for decision making of Council include making information openly available to people in the local community and seeking active participation by the community with respect to choices regarding the range and level of services provided and how they are funded.

8. Providing services on behalf of other tiers of government

Effective interaction between Council and other tiers of government is important to ensure delivery of some essential services to the community. Where Council enters into the delivery of services on behalf of other tiers of government, the supply of these services should be delivered on commercial terms based on the incremental cost to Council. In situations where Council determines to provide subsidies for the delivery of these services, Council will make the costs transparent and inform the community about the purpose and amount of the subsidy and how it is to be funded.

3 Rates

The State Government has introduced Rates Capping which sets out the maximum amount councils may increase rates in a year. For 2017/18 the rates cap has been set at 2%. The cap is applied to both general rates and municipal charges and is calculated on the basis of council's average rates and charges. Hindmarsh Shire Council has submitted an application to the Essential Services Commission for a variation to this rate cap for the 2017/18 year of 2%. A successful application would allow Hindmarsh Shire Council to increase general rates and municipal charges by 4% for the 2017/18 year. It is proposed that Council's Kerbside waste/recycling collection charge increase by 2%; raising total rates and charges of \$8.32 million. These rates and charges will go toward maintaining service levels and delivering on capital works programs.

General rates and charges represent 47% of Hindmarsh Shire's income. A rating review has been undertaken that included the following:

- A review of current rating levels in comparison with other councils;
- A review of the composition of rates between classes of property (differential rates, municipal charge, etc.);
- Identification and analysis of the rating options available to Council including special charges; and
- Rates modelling to determine the impact on classes of property;
- Council has used this opportunity to discuss with the community how their rates are calculated and the impacts of increases on different property types. The 2012/13 rating strategy suggested a two year implementation phase and has now been revised for another four year period.

Hindmarsh Shire Council is responsible for community infrastructure worth over \$125 million. If this infrastructure is not adequately maintained, replacement costs will be much higher. When assets deteriorate faster than councils can fund their maintenance and renewal they create an infrastructure renewal gap. This is a significant financial challenge, particularly in an environment where our costs are increasing at a rate greater than our revenue. As a small rural council with limited capacity to raise additional revenue from other sources, increasing general rates is usually the only mechanism available to cover these costs.

Council's previous year's budget and Long Term Financial Plan projected rates increases of 2.5% in 2016/17, 2.5% in 2017/18, and 2.5% in 2018/19, reflecting the State Government's introduction of rates capping which reduced future rate increases to CPI. In light of the rate cap set for 2017/18, future increases have for planning purposes been assumed at 2.0%.

This significant reduction of one of Council's major revenue lines will have an ongoing negative impact on our ability to provide services and activities into the future.

Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which 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 the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rates burden across residents.

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.

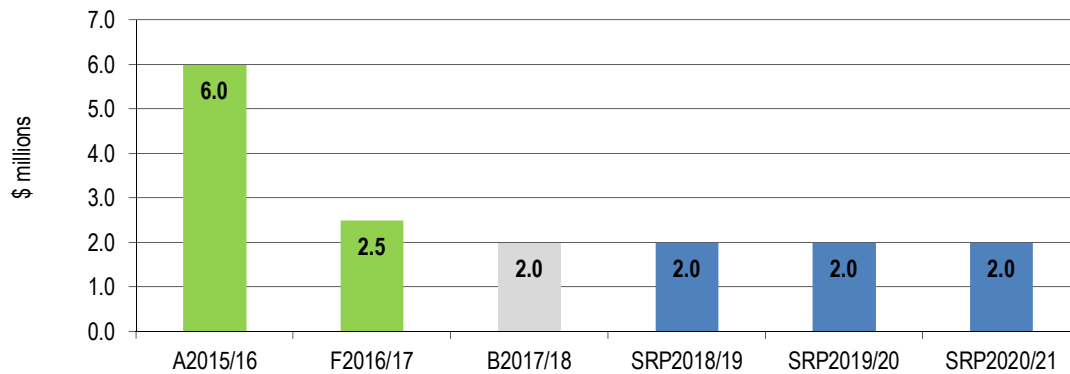
The existing rating structure comprises five differential rates (residential; business, industrial and commercial; farm land; recreational and cultural land; and urban vacant land). Council also levies a municipal charge and a kerbside waste/recycling collection charge as described in sections 155, 158, 159 and 162 of the Local Government Act.

The following table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

Type or class of land		2016/17	2017/18	Change
Residential rates	Cents/\$ CIV	0.56412	0.58634	3.94%
Farm Land	Cents/\$ CIV	0.50771	0.52771	3.94%
Business, Industrial & Commercial Land	Cents/\$ CIV	0.50771	0.52771	3.94%
Recreational and Cultural Land	Cents/\$ CIV	0.28206	0.29317	3.94%
Urban Vacant Land		1.12824	1.17268	3.94%
Municipal charge	\$/ property	\$190	\$197	3.68%
Kerbside waste / recycling collection charge	\$/ property	\$323	\$329	1.86%

Council has adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used (see Section 10).

Rate Increase



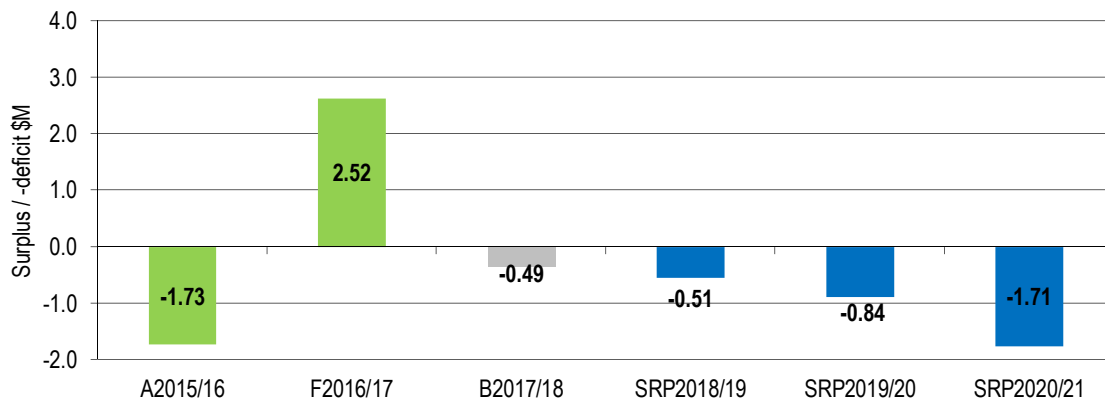
The above graph shows Council's rate increases for the last two years, our draft budget for 2017/18 and those detailed in our Strategic Resource Plan out to year 2020/21. Council adopted a ten year long term financial plan as part of the 2013/14 budget. In that Long Term Financial Plan, Council resolved to implement a 6% rate rise for three years to grow its rates base and enable projects that would upgrade infrastructure across the municipality. Council is one of the lower rating councils in Victoria and the long term financial plan projected rate rises to progressively decline after this initial three year period. However, the Long Term Financial Plan has now been updated to reflect the State Government's introduction of rates capping from the 2016/17 financial year.

In the first half of 2016, a revaluation of all properties within the municipality was carried out. The revaluation applied from 1 January 2016. The next revaluation is due in early 2018 for the 2018/19 financial year.

4 Financial Highlights

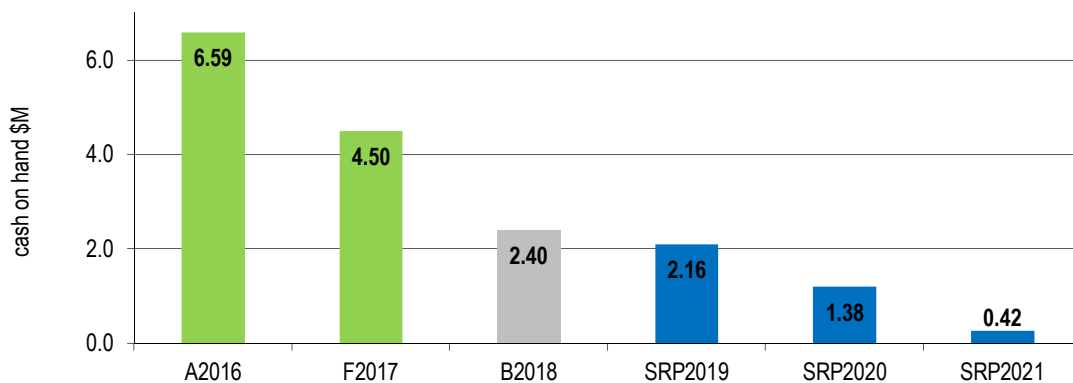
Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the operating result, cash and investment, financial position, financial sustainability and strategic objectives of the Council.

Operating Result:



The expected operating result for the 2017/18 year is a deficit of \$0.49 million.

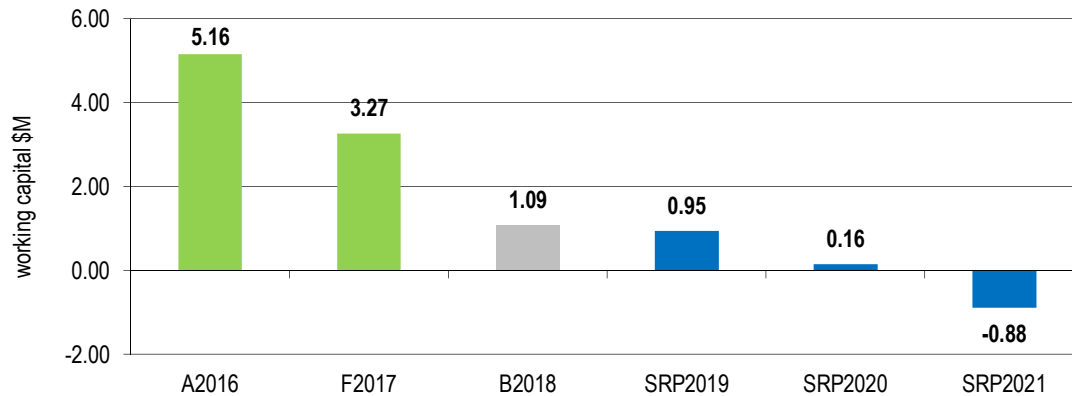
Cash & Investments:



Cash and investments are expected to be \$2.40 million as at 30 June 2018. The cash and investments are in line with Council's Strategic Resource Plan.

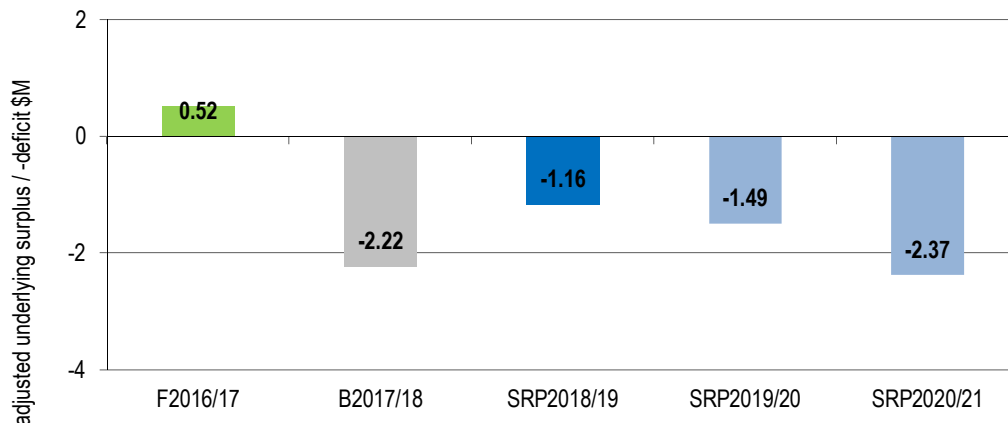
2016/17 cash on hand reflects the forward payment of \$2.09 million of the Victorian Grants Commission allocation for 2017/18.

Financial Position – Working Capital:



Working Capital equals Current Assets (made up of cash, receivables and inventories) less Current Liabilities (payables, trust funds and deposits, provisions for employee costs and others) and is a measure of Council's short term ability to meet its liquidity requirements within the current financial year. Net current assets (working capital) will decrease by \$2.18 million to \$1.09 million as at 30 June 2018. (Working capital is forecast to be \$3.27 million as at 30 June 2017.)

Financial Sustainability:



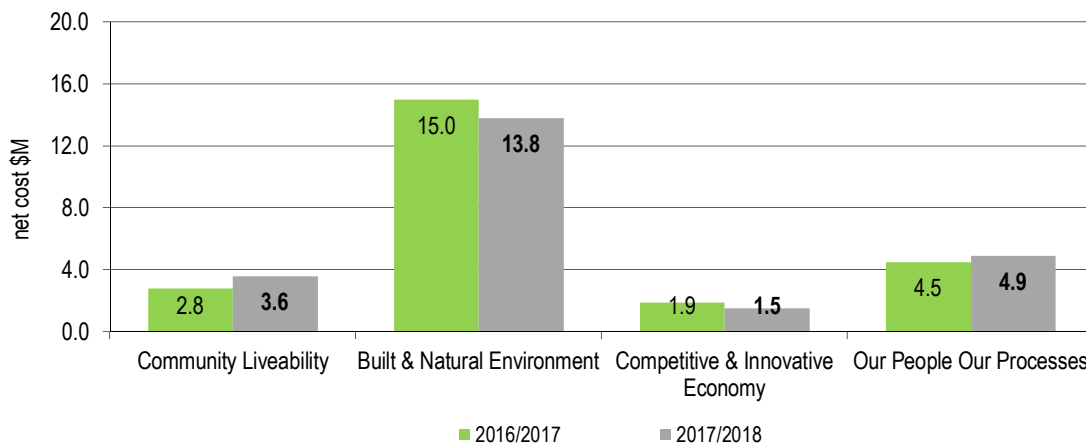
A high level Strategic Resource Plan for the years 2017/18 to 2020/21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a small surplus in 2016/17 of \$0.52m, a deficit in 2017/18 of \$2.22m then a continuing deficit over the next three years. The small surplus in 2016/17 and the large deficit in 2017/18 are due to the \$2.09 million from the Victorian Grants Commission for 2017/18 being received in 2016/17.

The deficits projected for the years 2017/18 onwards are a reflection of the introduction of rates capping combined with a reduction in state and federal government funding. Council's medium to long term planning has been based on maintenance of service levels and a continued effort to keep up with the need for renewal of our infrastructure. While it paints a realistic picture of our service and infrastructure needs, it also reflects that the current financial environment will not

allow us to meet these needs into the medium to distant future without additional revenue and funding sources.

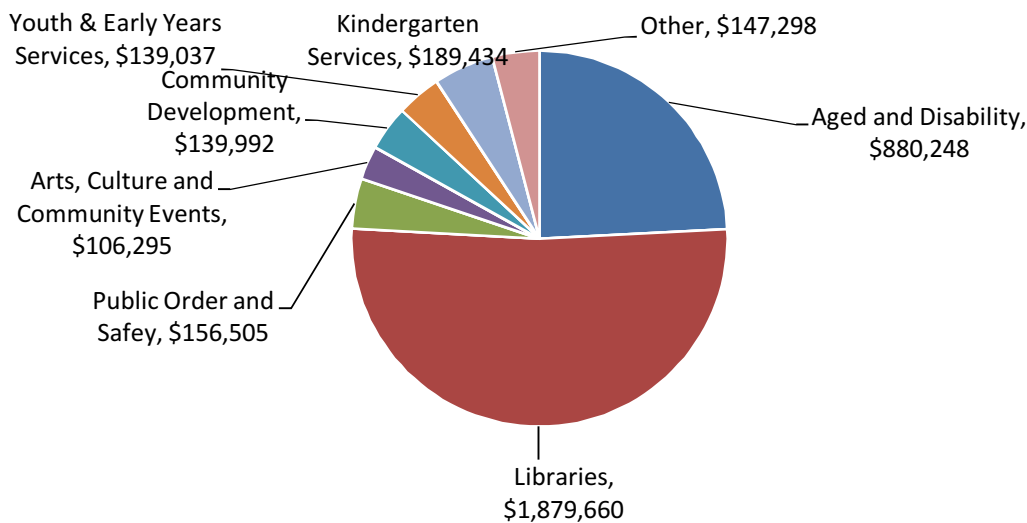
Expenditure by Key Result Areas

The following chart shows where Council’s expenditure will occur across the four key result areas listed in the Council Plan and provides a comparison to the 2016/17 financial year. The Built and Natural Environment clearly consumes the majority of Council’s funds. This area includes expenditure on roads, bridges, drainage, paths and trails, tree management, town beautification, community centres and public halls, recreation facilities, waste management, quarry operations, waterway management, environment and fire management.



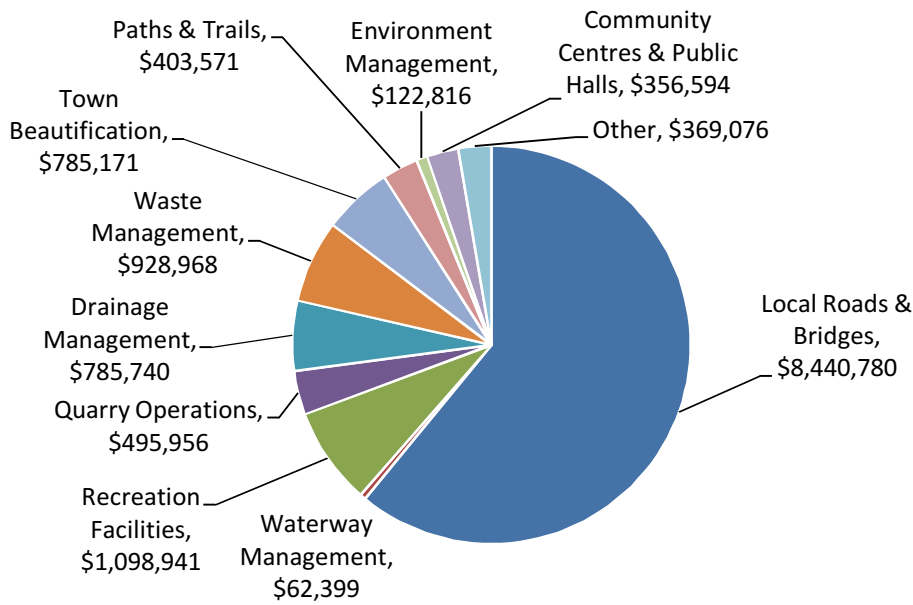
The breakdown of expenditure in the four Key Result Areas is detailed in the charts below.

Community Liveability:



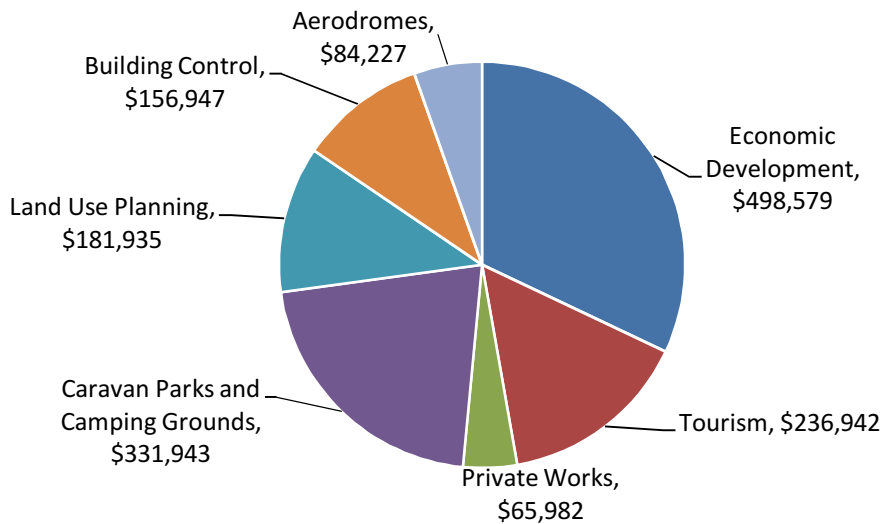
The above chart provides an indication of how Council allocates its expenditure across the Community Liveability key result area. It shows how much is allocated to each service area.

Built and Natural Environment:



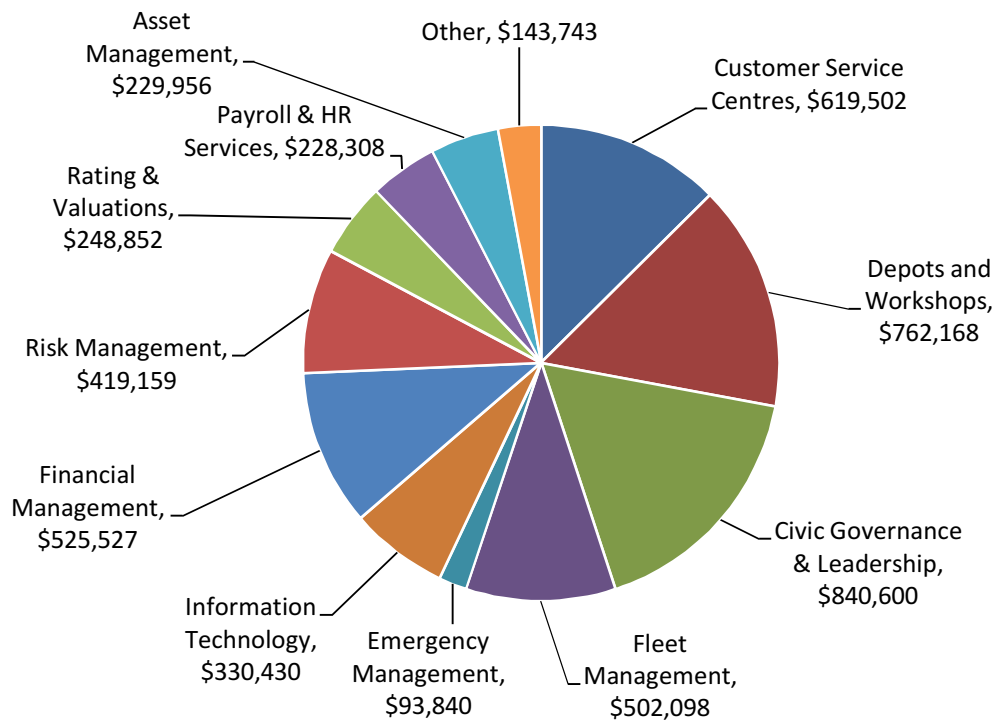
The above chart provides an indication of how Council allocates its expenditure across the Built and Natural Environment key result area. It shows how much is allocated to each service area.

Competitive and Innovative Economy:



The above chart provides an indication of how Council allocates its expenditure across the Competitive and Innovative Economy key result area. It shows how much is allocated to each service area.

Our People, Our Process:



The above chart provides an indication of how Council allocates its expenditure across the Our People, Our Process key result area. It shows how much is allocated to each service area.

5 Budget Analysis

5.1 Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

Underlying Surplus

	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
Total income	21,377	17,418	(3,959)
Total expenses	(18,849)	(17,910)	939
Surplus (deficit) for the year	2,528	(492)	(3,020)
Grants – capital non-recurrent	(1,897)	(1,600)	(297)
Net (gain) loss on sale of assets	(110)	(128)	18
Contributions - non-monetary assets	0	0	0
Capital contributions - other sources	0	0	0
Adjusted underlying surplus (deficit)	521	(2,220)	(2,741)

The adjusted underlying result is the net surplus or deficit for the year adjusted for 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 2017/18 year is a deficit of \$2.22 million which is a change of \$2.74 million from the surplus of \$0.52 million forecast for the 2016/17 year.

The forecast 2016/17 surplus is due to the payment, in June 2017, of \$2.09 million of the Victorian Grants Commission allocation for 2017/18.

Council is proud of its financial management track record which has placed it as one of the financially strongest small rural councils in Victoria. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non recurrent.

Analysis of Income

Income Types	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Rates and charges	8,016	8,322	306
Statutory fees and fines	136	139	3
User fees	783	817	34
Contributions - cash	11	5	(6)
Grants - Operating Recurrent	6,909	2,884	(4,025)
Grants - Operating Non-recurrent	121	89	(32)
Grants - Capital Recurrent	1,753	1,519	(234)
Grants - Capital Non-recurrent	1,897	1,600	(297)
Interest Received	121	120	(1)
Net gain (loss) on sale of assets	110	128	18
Other income	1,520	1,795	275
Total income	21,377	17,418	(3,959)

Projected movement in revenue is as follows:

- Rates and charges (\$0.30 million increase): It is proposed that income raised by all rates and charges be increased by 3.8% or \$0.30 million over 2016/17 to \$8.32 million. This includes increase of general rates of 4%; municipal charge of 4%; and Kerbside waste and recycling charge of 2%. These increases are required to offset the increased cost of labour, contracts, waste management, fuel, materials, other inputs, and to also provide funds for important infrastructure projects.
- Statutory fees and fines (\$0.003 million increase): Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations and fines, Local Laws fees and fines, Public Health and Wellbeing Act 2008 registrations, Building Fees and Land Use Planning. Council anticipates a small increase in fees and fines for the 2017/18 financial year.
- User fees (\$0.34 million increase): User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include fees from aged care services, Aerodrome leases, movie screenings, caravan parks and camping grounds, transfer stations, quarry operations and private works. A detailed listing of fees and charges is included in Appendix D.
- Net gain on sale of assets (\$0.018 million increase): Proceeds from the sale of Council assets are forecast to be \$0.12 million for 2017/18 and are related to the planned cyclical replacement of part of the plant and vehicle fleet.

- Grants - Operating (\$4.05 million decrease): 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 expected to decrease by \$4.05 million compared to 2016/17.

Operating Grants	Forecast		Variance \$'000
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
	Recurrent – Commonwealth Government		
Victorian Grants Commission	6,142	2,095	(4,047)
Recurrent – State Government			
Home & Community Care	543	589	(46)
Libraries	102	102	0
Youth Participation Project	34	24	(10)
School Crossing	5	5	0
Roadside Pest & Weeds	74	50	(24)
Other	8	19	11
Total Recurrent grants	6,908	2,884	(4,024)
Non Recurrent – State Government			
Karen Project	66	80	14
Walk to School	10	8	(2)
Youth Projects	12	0	(12)
Vic Health	14	0	(14)
Community Safety Project	6	0	(6)
Other	13	0	(13)
Total Non-Recurrent grants	121	88	(33)
Total operating grants	7,029	2,972	(4,057)

- Grants – Capital (\$0.53 million decrease): Capital grants include all monies received from State and Federal sources for the purpose of funding capital projects. These projects include capital expenditure on roads, the Dimboola Civic Precinct, and the Skate Parks at Dimboola and Rainbow. Overall, the level of capital grants is expected to decrease by \$0.53 million compared to 2016/17.

Capital Grants	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Recurrent – Commonwealth Government			
Roads to Recovery	1,753	1,518	(235)
<i>Total Recurrent Grants</i>	1,753	1,518	(235)
Non Recurrent – Commonwealth Government			
Nhill Early Years Centre	0	0	0
Non Recurrent – State Government			
Nhill Early Years Centre	800	0	(800)
Menzies Square Redevelopment	16	0	(16)
Disaster Recovery	382	0	(382)
Dimboola Football Club Netball Facilities	116	0	(116)
Rainbow Recreation Reserve Facility	205	0	(205)
Recreational Fishing	14	0	(14)
Riverside Holiday Park Cabins	320	0	(320)
Camp Kitchen – Jeparit	30	0	(30)
Dimboola Civic Precinct	0	1,400	1400
Skate Park	0	200	200
Other	14	0	(14)
<i>Total Non-Recurrent grants</i>	1,897	1,600	(297)
Total capital grants	3,560	3,118	(532)

Analysis of Operating Expenses

Expense Types	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Employee costs	6,541	6,842	301
Contracts & Materials	4,997	4,158	(839)
Depreciation and amortisation	5,387	5,034	(353)
Finance costs	0	0	0
Other expenses	1,923	1,876	(47)
Total expenses	18,848	17,910	(938)

A summary of movements in costs are below:

- Employee costs (\$0.30 million increase): Employee costs include all labour related expenditure including wages, salaries and direct overheads. Direct

overheads include allowances, leave entitlements, employer superannuation, WorkCover premiums, training costs, fringe benefits tax, protective clothing and rostered days off. This increase relates to the following key factors:

- A reallocation of employee hours from capital projects to maintenance projects due to the reduction in capital expenditure during 17/18. (Employee costs on capital projects form part of the asset cost base);
- An Enterprise Bargaining Agreement (EBA) increase;
- An increase in the WorkCover provision;
- An increase in Fringe Benefits Taxation (FBT);
- Vacant positions during 2016/17 filled in 2017/18;
- Maternity Leave Positions in 2017/18

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Civic Governance	398	398	0
Corporate & Community Services	2,893	1,618	1,275
Infrastructure Services	3,396	3,164	232
Total permanent staff expenditure	6,687	5,177	1,507
Casuals and other expenditure	155		
Total expenditure	6,842		

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
Civic Governance	2	2	0.0
Corporate & Community Services	32.77	15	17.77
Infrastructure Services	52.64	49	3.64
Total	87.41	64	21
Casuals and other	1.91		
Total staff	89.32		

- Contracts and Materials (\$0.84 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 \$0.84 million compared to 2016/17.

- Depreciation and amortisation (\$0.35 million decrease): 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 decrease of \$0.35 million for 2017/18 is due to Council completing a revaluation of its key infrastructure areas in 2016/17.
- Other expenses (\$0.047 million decrease): 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 decrease by \$0.047 million compared to 2016/17.

5.2 Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 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.

Budgeted Cash Flow Statement

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Cash flows from operating activities			
Receipts			
Rates and charges	7,991	8,442	451
Statutory Fees & Fines	116	138	22
User fees	789	816	27
Grants - operating	7,029	2,973	(4,056)
Grants - capital	3,651	3,119	(532)
Interest	121	120	(1)
Other receipts	1,596	1,801	205
	21,293	17,410	(3,884)
Payments			
Employee costs	(6,510)	(6,882)	(372)
Materials & Consumables	(7,236)	(6,034)	1,202
Other payments	0	0	0
	(13,746)	(12,916)	830
Net cash provided by operating activities	7,547	4,494	(3,054)
Cash flows from investing activities			
Proceeds from sales of property, infrastructure, plant & equip	110	128	18
Repayment of loans and advances	0	0	0
Deposits	0	0	0
Payments for property, infrastructure, plant and equipment	(9,734)	(6,732)	3,002
Net cash used in investing activities	(9,624)	(6,604)	3020
Cash flows from financing activities			
Finance costs	0	0	0
Proceeds from borrowings	0	0	0
Repayment of borrowings	0	0	0
Net cash used in financing activities	0	0	0
Net decrease in cash and cash equivalents	(2,077)	(2,110)	(34)
Cash and cash equivalents at the beg of the year	6,595	4,518	(2,077)
Cash and cash equivalents at end of the year	4,518	2,408	(2,111)

- Operating activities (\$3.05 million decrease): Operating activities refer to the cash generated in the normal service delivery functions of Council. The decrease in cash inflows is due to a decrease in the Victorian Grants Commission payment for 2017/18 and a reduction in expenditure in materials and consumables.

The net cash flows from operating activities do not equal the surplus 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		Variance \$'000
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Surplus (deficit) for the year	2,528	492	(2,036)
Depreciation	5,387	5,034	(353)
Loss (gain) on sale of assets	(110)	(128)	(18)
Net movement in current assets and liabilities	(258)	(905)	(647)
Cash flows available from operating activities	7,547	4,493	(3,054)

- Investing activities (\$3.02 million decrease): Investing activities refer 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, plant and equipment. The decrease is mainly due to the decrease in capital expenditure compared to 2016/17.
- Cash and cash equivalents at end of the year (\$2.1 million decrease): Overall, total cash and investments is forecast to decrease by \$2.1 million from \$4.5 million to \$2.4 million as at 30 June 2018. This is regarded as the minimum level of cash Council must hold to meet the normal cash operating cycle of the business.

5.3 Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget.

Capital Works Areas	Forecast	Budget	Variance
	Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Property			
Roads & bridges	3,371	2,850	(521)
Kerb & channel	282	388	106
Drains	331	147	(184)
Bridges	502	325	(177)
Footpaths	226	154	(72)
Buildings	3,299	1,615	(1,684)
Plant, equipment & other	920	885	(35)
Land	50	0	50
Parks, Open Space & Streetscapes		250	250
Other infrastructure	753	118	(635)
Total new works	9,734	6,732	(3,002)
Represented by:			
Asset renewal expenditure	4,391	3,565	(826)
New asset expenditure	3,155	377	(2778)
Asset expansion/upgrade expenditure	2,188	2,790	602
Total capital works expenditure	9,734	6,732	(3,002)

- Roads & bridges (\$0.52 million decrease): For the 2017/18 year \$2.85 million will be spent on roads and bridges. Projects include seals, final seals, reconstructions, and shoulder resheets. The more significant projects for 2017/18 include Lorquon East Road, Lorquon; Netherby Baker Road, Netherby; Yanac South Road, Broughton; Hazeldene Road, Jeparit; Langford Street, Nhill; and Winiam Road, Nhill.
- Kerb & channel (\$0.10 million increase): For the 2017/18 year, \$0.38 million will be spent on kerb and channel works upgrading Victotia Street, Dimboola, and Ellerman Street, Dimboola.
- Drains (\$0.18 million decrease): Drains include drains in road reserves, retarding basins and waterways. For the 2017/18 year, \$0.147 million will be spent on drainage works.
- Bridges (\$0.17 million decrease): For the 2017/18 year \$0.325 million will be set aside to renew the Albacutya Bridge.

- Footpaths (\$0.07 million decrease): For the 2017/18 year \$0.15 million will be spent on footpaths. Projects include footpath renewal in Hindmarsh Street, Dimboola; and Charles Street, Jeparit.
- Buildings (\$1.68 million decrease): For the 2017/18 year \$1.6 million will be spent on the Dimboola Civic Precinct.
- Plant, equipment and other (\$0.35 million decrease): Plant, equipment and other includes motor vehicles, plant and information technology. For 2017/18, \$0.88 million will be spent on plant, equipment and other assets.
- Land (\$0.05 million decrease): For the 2017/18 year, there will be no purchases of land.
- Parks, open spaces & streetscapes (\$.25 million increase): For 2017/18 there will be \$.20 million spent on skate park construction; with the remaining \$.05 million being for precinct and recreation plan projects.
- Other infrastructure (\$.63 million decrease): Other infrastructure includes recreational, leisure and community facilities, waste management and other infrastructure. Projects include Bikes for the Riverside Holiday Park in Dimboola, Defibrillators and contributions to grant funded projects.
- Asset renewal (\$3.56 million), new assets (\$0.37 million), expansion / upgrade (\$2.79 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.

Renewal of existing assets is given the highest priority when developing the capital budget. This ensures that, as a minimum, the current standards of service continue. The aim is to renew existing assets as they approach the end of their useful life. A condition assessment is undertaken every 4-5 years. The assets most in need are scheduled for renewal within budgetary constraints.

The following chart shows the funding required to renew Hindmarsh Shire's road infrastructure.

Asset Class	Quantity	Approximate Replacement Value	Estimated Useful Life	Annual Funding Target
Footpath	40 km	\$8,000,000	60 years	\$130,000
Kerb	67 km	\$18,800,000	80 years	\$200,000
Sealed Pavement	573 km	\$61,000,000	80 years	\$800,000
Sealed Surface	573 km	\$15,000,000	20 years	\$800,000
Sealed Rural Road Unsealed Shoulders	510 km	\$5,000,000	15 years	\$220,000
Unsealed Pavement (Hierarchy 3 – 5)	842 km	\$17,600,000	25 years	\$500,000
Total		\$125,400,000		\$2,650,000

Efficiency

Capital works upgrades are proposed to improve Council's efficiency. Some examples include:

- Minimising life cycle maintenance costs. Often it is more cost effective to maintain an asset by upgrading it rather than undertaking costly annual maintenance. An example would be widening the seal on high use roads to encourage traffic onto them away from minor roads. Thus allowing Council to concentrate maintenance onto the high use roads.
- Council purchasing new plant when it becomes more cost effective than the cost of hiring the service.

Service Level Increase

In many cases, new or improved infrastructure is provided to increase service levels to residents. Town Beautification and amenity are often drivers for upgrades. Road safety can also be a key driver of improvements.

In any given year, Council will have many more projects desired than it is able to fund. Therefore Council has a selection process that ensures that the most appropriate projects are funded.

The long term benefits to the community are that infrastructure expenditure can be monitored, measured and adjusted to ensure the financial sustainability of Hindmarsh Shire while meeting community expectations for service delivery.

For the 2017/18 year, \$3.56 million will be spent on asset renewal, \$0.37 million on new assets, and \$2.79 million on asset expansion / upgrades.

A detailed listing of the capital works program is included in Appendix C.

Funding Sources

Sources of funding	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
Grants	3,651	3,119	(532)
Council Contributions	6,083	3,613	(2,470)
Total funding sources	9,734	6,732	(3,002)

- Grants (\$3.1 million): Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Council receives a significant grant for Roads to Recovery projects (\$1.75 million).
- Council contributions (\$3.6 million): Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$3.6 million will be required from Council operations to fund the balance of the capital works program in 2017/18.

5.4 Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key performance indicators.

Budgeted Balance Sheet

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets			
Cash and cash equivalents	4,518	2,408	(2,110)
Trade and other receivables	1,014	894	(120)
Inventories	214	214	0
Other assets	30	30	0
Total current assets	5,776	3,546	(2,230)
Non-current assets			
Trade and other receivables	0	0	0
Investment in Associates	432	432	0
Property, infrastructure, plant and equipment	116,314	118,012	1,698
Total non-current assets	116,746	118,444	1,698
Total assets	122,522	121,990	(532)
Current liabilities			
Trade and other payables	760	760	0
Trust funds and deposits	18	18	0
Provisions - Employee Costs	1,565	1,524	41
Provisions - Other	155	155	0
Total current liabilities	2,498	2,457	41
Non-current liabilities			
Interest-bearing loans and borrowings	0	0	0
Provisions - Employee Costs	157	157	0
Total non-current liabilities	157	157	0
Total liabilities	2,655	2,614	(41)
Net assets	119,867	119,376	(491)
Equity			
Accumulated surplus	61,317	60,826	(491)
Asset revaluation reserve	58,550	58,550	0
Other reserves	0	0	0
Total equity	119,867	119,376	(491)

- Current Assets (\$2.2 million decrease) and Non-Current Assets (\$1.69 million increase): 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. Cash and cash equivalents are expected to decrease by \$2.11 million in 2017/18.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to remain consistent in 2017/18.

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 increase in this balance is attributable to the net result of the capital works program, depreciation of assets and the written down value of assets sold.

- Current Liabilities (\$0.04 million decrease) and Non-current Liabilities (steady): Trade and other payables are those to whom Council owes money as at 30 June. Provisions - Employee Costs (current) include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to remain steady due to more active management of entitlements.
- Equity (\$0.49 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 fair value of the asset and the historic cost.
 - Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The decrease in accumulated surplus of \$0.49 million results directly from the operating deficit for the year.

Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- All rates and charges raised will be collected in the 2017/18 year. This is based on 90% collection of current year rate revenue and the remaining 10% from the collection of prior year arrears.
- Trade creditor payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2016/17 levels.
- CPI Estimated at 2 %.

Infographic to be inserted in final version

6.1 Key Result Area No. 1: COMMUNITY LIVEABILITY

To achieve our KRA **Community Liveability**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described over the following pages.

Program 1.01 Community Development

Service Description:

Council's Community Development Team works with community groups, organisations and individuals to assist communities reach their aspirations and be healthy, active and engaged.

Initiatives:

- Establish stronger links with the indigenous community through the Barengi Gadjin Land Council, Goolum Goolum Aboriginal Cooperative and Wurega Aboriginal Corporation.
- Continue to support the integration of migrants into the community.
- Support and celebrate volunteering and work collaboratively with volunteer groups.
- Provide ongoing financial assistance and operational support for town committees to ensure they remain strong and focused conduits between community and Council and that their statutory obligations are met.
- Commence work towards outcomes and projects identified and prioritised in the Dimboola and Nhill Community Precinct Plans.

Account	Budget 2016-17	Budget 2017-18
101 Community Development		
Operating		
Expenditure		
10100 Indoor Salaries	86,311	85,092
10102 Contracts and Materials	3,500	3,500
10104 Town Committees - Council Contribution	30,000	30,000
10107 Community Planning Workshops	1,500	1,000
10108 Multi-Cultural Support	3,500	3,500
10109 Memberships and Subscriptions	500	4,700
10116 Software & Licence Fees	1,300	1,300
10118 Reconciliation Activities	2,000	2,000
10123 Rainbow Desert Enduro	0	6,500
10145 Telecommunications	2,200	2,400
Expenditure Total	130,811	139,992
Operating Total	130,811	139,992
101 Community Development	130,811	139,992

Program 1.02 Maternal and Child Health Centres**Service Description:**

Maintain maternal and child health facilities in Dimboola and Nhill. Council provides support to early years service providers through the Municipal Early Years Plan.

Council does not provide Maternal and Child Health Services. This service is provided by West Wimmera Health Services in Dimboola, Jeparit, Nhill and Rainbow.

Initiatives:

- Maintain the Dimboola and Nhill Maternal and Child Health Centres.

Service Performance Outcome Indicators

As Council does not have operational control over the delivery of Maternal and Child Health Services, the prescribed indicators of performance and prescribed measures have not been included in this budget.

Account	Budget 2016-17	Budget 2017-18
102 Maternal and Child Health		
Operating		
Expenditure		
10200 Indoor Salaries	7,999	8,451
10204 Building Maintenance	4,000	4,080
10244 Utilities	1,092	1,092
10245 Telecommunications	480	480
10247 Depreciation on Buildings	3,990	3,990
Expenditure Total	17,561	18,093
Operating Total	17,561	18,093
102 Maternal and Child Health Total	17,561	18,093

Program 1.03 Kindergarten Services**Service Description:**

Provision of Kindergarten services in Dimboola, Jeparit, Nhill and Rainbow under contract with Wimmera Uniting Care.

Council does not directly deliver Kindergarten Services.

Initiatives:

- Maintain all kindergartens in Dimboola, Jeparit, Nhill and Rainbow, and ensure buildings comply with Department of Education and Training regulations.
- Review and implement Municipal Early Years Plan.

Account	Budget 2016-17	Budget 2017-18
103 Kindergarten Services		
Operating		
Expenditure		
10300 Indoor Salaries	7,999	15,121
10304 Building Maintenance	14,400	14,700
10305 Kindergarten Subsidy	69,817	71,213
10306 Early Years Plan Implementation	8,000	8,000
10344 Utilities	1,518	15,000
10345 Telecommunication	0	2,400
10347 Depreciation	19,302	63,000
Expenditure Total	121,036	189,434
Income		
10370 Nhill Early Years Centre – Grant	(800,000)	0
Income Total	(800,000)	0
Operating Total	(678,964)	189,434
Capital		
Expenditure		
10351 Nhill Integrated Early Years Centre	700,000	0
Expenditure Total	700,000	0
Capital Total	700,000	0
103 Kindergarten Services Total	21,036	189,434

Program 1.04 Youth Services**Service Description:**

Improve the wellbeing of and opportunities for youth within the Shire.

Initiatives:

- Facilitation of youth activities including school holiday activities and FReeZa events.
- Broaden the engagement of young people in the shire and continue to facilitate the Hindmarsh Youth Council.

Account	Budget 2016-17	Budget 2017-18
104 Youth Services		
Operating		
Expenditure		
10400 Indoor Salaries	53,105	56,964
10402 Contracts and Materials	2,500	1,500
10403 Advertising	1,000	1,000
10405 FReeZa	24,500	24,500
10407 Hindmarsh Youth Council	10,000	10,000
10411 Walk to School	8,600	8,600
Expenditure Total	99,705	102,564
Income		
10471 FReeZa	(24,500)	(24,500)
10476 Walk to School - Grant	(8,600)	(8,600)
Income Total	(33,100)	(33,100)
Operating Total	66,605	69,464
104 Youth Services Total	66,605	69,464

Program 1.05 Aged and Disability Services**Service Description:**

Council's Aged and Disability Services aim to support people in their own homes and communities by providing services that promote and maintain independence. The program assists frail older people, people with a disability and their carers. These services provide basic support and maintenance to people living at home or who are at risk of premature or inappropriate admission to long-term residential care.

Initiatives:

Deliver the full range of services provided by Council's Aged and Disability Services department including:

- **Assessments** occur in the client's home and are required to determine a person's eligibility to receive state or federally funded services. These assessments define a person's capabilities, are goal oriented and delivered to suit client needs.
- **Delivered Meals** and **Centre Based Meals** service provides a nutritious, appetising and culturally appropriate main meal delivered to the consumer's home or to a community centre where meals are eaten in a social setting.
- **Personal Care** provides assistance with those tasks which a person would normally do themselves but because of illness, disability or frailty they are unable to perform without the assistance of another person, including:
 - Bathing, showering or sponging;
 - Dressing and undressing;
 - Shaving, hair care and grooming;
 - Eating, drinking, cooking, and meal preparation;
 - Mobility;
 - Toileting;
 - Self-medication;
 - Transporting to medical and other related appointments.
- **Respite Care** services support the caring relationship by providing the carers of frail older people and people of any age with a disability, with a break from their caring responsibilities. It also provides an opportunity for the person being cared for to have a break or an outing without their usual carer.
- **Home Care / Domestic Assistance** services are to maintain a safe, secure, healthy home environment for frail older people and people with a disability. While cleaning tasks form an essential part of Home Care it is more than a cleaning service. It is focused on enhancing the consumers independence by providing basic levels of assistance required to maintain the home.
- **Property Maintenance** provides assistance with maintenance and minor modifications of the consumer's home, garden or yard to maintain the home in a safe and habitable condition.

Photo to be inserted

Account	Budget 2016-17	Budget 2017-18
105 Aged and Disability Services		
Operating		
Expenditure		
10500 Indoor Salaries	232,859	241,869
10502 Contracts and Materials	8,000	8,000
10503 Advertising	500	500
10504 Meals on Wheels - Contracts	79,365	63,710
10505 General Home Care Salaries	230,000	164,671
10506 Personal Care Salaries	50,000	43,964
10507 Respite Care Salaries	24,000	27,465
10508 Agency Home Care Salaries	232,000	232,000
10509 Property Maintenance Home Care Salaries	20,000	24,543
10510 Software Maintenance Contract	10,000	10,000
10512 Printing & Postage	2,500	2,500
10513 Senior Citizens - General Expenditure	3,000	3,000
10514 Seniors Week	3,600	3,600
10515 Insurance- Senior Citizens Club Rooms	2,500	2,500
10516 Memberships & Subscriptions	500	500
10517 Implement Ageing Strategy	2,000	2,000
10518 Home Care Staff - Training	14,000	14,000
10519 Senior Citizens Building Maintenance	37,000	10,000
10520 Senior Citizens Centre Cleaning	5,145	7,095
10523 Senior Citizens Utilities	690	690
10545 Telecommunication	7,000	7,000
10547 Depreciation	10,641	10,641
Expenditure Total	975,300	880,248
Income		
10570 Meals on Wheels Grant	(34,447)	(17,624)
10571 Meals on Wheels Fees	(85,000)	(53,135)
10572 General Home Grant	(236,976)	(247,476)
10573 General Home Care Fees	(50,000)	(39,750)
10574 Case Assessment Grant	(90,650)	(91,039)
10575 Personal Care Grant	(64,637)	(76,403)
10576 Personal Care Fees	(10,000)	(7,075)
10577 Respite Care Grant	(40,381)	(41,189)
10578 Respite Care Fees	(5,000)	(4,420)

10579 Home Care Property Maintenance Grant	(42,642)	(43,580)
10580 Home Care Property Maintenance Fees	(4,000)	(11,250)
10581 Agency Home Care Fees	(250,000)	(250,000)
10582 Senior Citizen Home Care Grant	(21,993)	(22,567)
10584 Volunteer Coordination Grant	(8,960)	(9,715)
10585 Seniors Week Grant	(2,600)	(2,600)
10586 Seniors Week User Fee	(1,000)	(1,000)
10588 Community Transport User Fee	(1,500)	(1,500)
10591 Hospital to Home Grant	(5,128)	(0)
Income Total	(954,914)	(920,323)
Operating Total	20,386	(40,075)
105 Aged and Disability Services Total	20,386	(40,075)

Program 1.06 Health Promotion**Service Description:**

To protect and enhance the health of the community.

Initiatives:

- Education and enforcement of the legislative regulations pertaining to food preparation, storage and handling, accommodation houses, hairdressers and other licensed premises.
- Issue permits for the installation of septic tanks.
- Work with communities to educate on and improve environmental health issues.
- Undertake review and evaluation and continue to implement Municipal Public Health and Community Wellbeing Plan.

Service Performance Outcome Indicators:

Service	Indicator	Performance Measure	Computation
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

Account	Budget 2016-17	Budget 2017-18
106 Health Promotion		
Operating		
Expenditure		
10600 Salary	13,069	102,759
10602 Contracts and Materials	5,500	5,500
10604 Software Maintenance Contract	2,800	2,900
10605 Environment & Health Officer Contribution to WWSC	67,762	5,660
10606 Municipal Public Health & Wellbeing Plan	500	1,000
Expenditure Total	89,631	117,819
Income		
10670 Health Registration Fees	(22,000)	(22,000)
10671 Septic Tank Fees	(1,000)	(1,000)
10672 Tobacco Enforcement	(5,197)	(5,775)
Income Total	(28,197)	(28,775)
Operating Total	61,434	89,044
106 Health Promotion Total	61,434	89,044

Program 1.08 Libraries**Service Description:**

Provision of permanent library services in Dimboola and Nhill, and mobile library services in Jeparit and Rainbow.

Major Initiatives:

- Construction of the Civic Hub in Dimboola, incorporating the library.

Initiatives:

- Continue membership of the Wimmera Regional Library Corporation with regular attendance at Board meetings.
- Support library based initiatives to encourage people to enhance their learning.
- Develop Dimboola Community, Civic and Business Hub (subject to funding).

Service Performance Outcome Indicators:

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

Account	Budget 2016-17	Budget 2017-18
108 Libraries		
Operating		
Expenditure		
10800 Indoor Salaries	4,750	6,233
10804 Council Contribution to WRLC	255,000	258,238
10805 Cleaning - Nhill and Dimboola Libraries	5,250	5,650
10806 Building Maintenance - Nhill & Dimboola Libraries	4,000	4,080
10807 Concept Designs - Dimboola Library	8,000	0
10844 Utilities	3,294	3,359
10845 Telecommunications	2,100	2,100
Expenditure Total	282,394	279,660
Income		
10870 Library Grant	(102,809)	(102,809)
10872 Dimboola Civic Precinct	(0)	(1,400,000)
Income Total	(102,809)	(1,502,809)
Operating Total	179,585	(1,223,149)
Capital		
Expenditure		
10851 Purchase of Land	60,000	0
10852 Dimboola Civic Precinct	0	1,600,000
Expenditure Total	60,000	1,600,000
Capital Total	60,000	1,600,000
108 Libraries Total	239,585	376,851

Program 1.09 Arts, Culture and Community Events**Service Description:**

Promote and support activities relating to arts, culture and community events throughout the Shire.

Initiatives:

- Promote and support activities during Volunteer Week.
- Promote and support activities during Children's Week.
- Promote and support activities during Youth Week.
- Promote and support activities during Senior's Week.
- Financial support for community groups through the Community Action Grants Program – total budget \$30,000.
- Support community groups to identify external grant opportunities.
- Assist community groups and project working groups to manage and implement projects in accordance with funding agreements.
- Encourage social connectedness through New Resident Meet and Greet Barbecues in Dimboola, Jeparit, Nhill and Rainbow.
- Promote and support regional community events.
- Run activities on International Day of People with Disabilities.

Account	Budget 2016-17	Budget 2017-18
109 Arts & Culture and Community Events		
Operating		
Expenditure		
10900 Indoor Salaries	47,970	49,645
10904 Community Action Grant Program	30,000	30,000
10905 Children's Week	500	500
10909 Meet & Greet Barbecue	2,000	2,000
10910 Regional Community Events (Arts & Culture)	2,000	14,000
10911 Youth & Volunteer Activities and Events	4,000	4,000
10915 International Day of People with Disabilities	1,000	1,000
10944 Utilities	4,650	4,650
10945 Telecommunications	500	500
Expenditure Total	92,620	106,295
Income		
10971 Children's Week - Grant	(500)	(500)
Income Total	(500)	(500)
Operating Total	92,120	105,795
109 Arts & Culture and Community Events Total	92,120	105,795

Program 1.10 Recreation Programs**Service Description:**

Providing a range of recreation programs that encourage an active and healthy life.

Initiatives:

- Support from staff to achieve long term infrastructure needs in relation to sports and recreation.

Account	Budget 2016-17	Budget 2017-18
110 Recreation Programs		
Operating		
Expenditure		
11000 Indoor Salaries	11,112	11,386
Expenditure Total	11,112	11,386
Operating Total	11,112	11,386
110 Recreation Programs Total	11,112	11,386

Program 1.11 Public Order and Safety**Service Description:**

Educate the community about public order and safety and enforce Council's compliance with the local laws when required.

Maintain and operate school crossings for Dimboola, Jeparit, Nhill and Rainbow. The school crossing on the Western Highway in Nhill is the only staffed crossing in the Shire. Other crossings on local roads are manned by volunteers or school teachers.

Initiatives:

- Educate the community in responsible pet ownership.
- Education and enforcement in animal control and local laws, with a particular focus on animal registration and littering.
- Operation and maintenance of the animal pound.
- Enforcement of breaches of animal control regulations.
- Assist with the identification and implementation of initiatives that ensures residents' safety and wellbeing are met.
- Continue implementation of Domestic Animal Management Plan.

Service Performance Outcome Indicators:

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

Account	Budget 2016-17	Budget 2017-18
111 Public Order and Safety		
Operating		
Expenditure		
11100 Indoor Salaries	125,701	131,132
11102 Contracts and Materials	6,000	10,000
11103 Advertising	500	500
11104 Animal Registration Department Fees	6,600	6,600
11105 Printing & Postage of Animal Notices	1,900	2,200
11145 Telecommunications	960	960
11147 Depreciation	5,113	5,113
Expenditure Total	146,774	156,505
Income		
11170 Animal Control Fines	(8,000)	(2,000)
11171 Animal Control Registration Fees	(82,000)	(82,000)
11172 Pound Fees	(2,000)	(1,000)
11173 Local Laws Fees	(2,000)	(2,000)
11174 Local Laws Fines	(1,500)	(1,000)
11175 School Crossing Grants	(4,370)	(4,848)
Income Total	(99,870)	(92,848)
Operating Total	46,904	63,657
Capital		
Expenditure		
11150 Pound Upgrades	25,000	0
Expenditure Total	25,000	0
Capital Total	25,000	0
111 Public Order and Safety Total	71,904	63,567

Program 1.12 Early Years**Service Description:**

Lead a joint effort that will give Hindmarsh children the best start in life, working collaboratively with community and early years providers.

Account	Budget 2016-17	Budget 2017-18
112 Early Years		
Operating		
Expenditure		
11200 Indoor Salaries	33,476	36,473
Expenditure Total	33,476	36,473
Operating Total	33,476	36,473
112 Early Years Total	33,476	36,473

6.2 Key Result Area No. 2: BUILT AND NATURAL ENVIRONMENT

To achieve our KRA **Built and Natural Environment**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each program area are described over the following pages.

Program 2.01 Local Roads and Bridges

Service Description:

The aim of Council's road and bridges program is to provide safe, all weather access to residences and allow for efficient transport of goods to and from the Shire.

- The aim of the road network is to provide property access for local traffic. Council endeavours to provide all-weather access to existing residential homes and dry weather access roads to non-residential properties.
- Council's road network comprises 573 kilometres of sealed roads, 845 kilometres of gravel roads (all weather) and approximately 1470 kilometres of earth roads (dry weather only, some contain gravel sections, though not maintained to an all-weather standard). The network also comprises six bridges and a significant number of large culverts.
- VicRoads is responsible for main roads including highways and marked routes. Similarly, state government agencies are responsible for roads and tracks within declared parks such as the Little Desert, Big Desert and along the Wimmera River.

Routine Maintenance:

The primary aim of the routine maintenance program is to keep the existing network in a serviceable condition.

Council's aim is to conduct inspections and provide maintenance according to the Road Management Plan (RMP) which includes:-

- Inspection frequency by road classification;
- Risk assessment and response times;
- Services levels and standards; and
- Assessment with roads hierarchy.

Council will undertake programmed inspections in a timely manner to identify defects. These defects are programmed for repair in accordance with the RMP which take account of the road hierarchy and seriousness of the defect.

In addition, reactive inspections are carried out in response to customer reports. These inspections are carried out within one week of the report and required repairs scheduled as per the RMP. All customer action requests are co-ordinated through Council's asset management system.

Other activities carried out include:

- Sealed roads - shoulder grading, pavement patching, crack sealing, edge repairs and line-marking.

- Unsealed roads - grading of gravel roads on an annual or as needs basis where funds allow.
- Formed only roads – grading on an as needs priority basis as funds allow (on average once in every 5 years).
- Replacement and maintenance of road signage and guideposts.

Capital Expenditure: (Refer to Capital Works Program for further details)

Council's capital expenditure on road assets is split into two basic categories. These are new/upgrade or renewal.

The majority of Council's capital expenditure is spent on renewal to ensure that the current service levels are maintained. In 2016, Council appointed an external road condition assessor to benchmark the performance of Council's road assets. The results of this assessment determined that the level of expenditure required to maintain the network to a serviceable level is \$2.5 million

Council aims to divide the renewal expenditure into the following asset classes:

- Sealed pavement and shoulders - Council's goal is to reconstruct \$800,000 per year. The average useful life of this asset class is 80 years.
- Bituminous seals - Council's goal is to reseal \$800,000 per year. The average useful life of this asset class is 20 years.
- Sealed shoulders - Council's goal is to resheet \$220,000 per year. The average useful life of this asset class is 15 years.
- Unsealed roads - Council's goal is to resheet \$500,000 per year. The average useful life of this asset class is 25 years.
- Bridges - The average useful life of this asset class is 100 years.

Major Initiatives:

- Three large reconstruction projects: sections along the Lorquon East Road, Yanac South Road and Netherby Baker Road.

Service Performance Outcome Indicators:

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed roads.

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
201 Local Roads and Bridges		
Operating		
Expenditure		
20100 Indoor Salaries	213,421	225,171
20103 Advertising	250	0
20104 Sealed Road Team Leader Inspections	14,800	15,600
20105 Sealed Road Programmed Inspections	19,000	24,000
20106 Sealed Road Shoulder Maintenance	190,000	193,800
20107 Sealed Road Pavement Patching and Repair	87,000	101,000
20108 Sealed Road Crack Sealing	40,000	32,000
20109 Sealed Road Edge Repairs	189,000	193,000
20110 Sealed Road Line Marking	26,000	26,520
20111 Unsealed Road Team Leader Inspections	23,500	23,970
20112 Unsealed Road Programmed Inspections	12,830	6,000
20113 Unsealed Road - Gravel Maintenance	702,000	721,400
20117 Unsealed Road - Earth Grading	283,700	289,374
20118 Road Signage	53,000	54,060
20119 Guide Post Maintenance	34,000	34,870
20120 Gypsum Road Maintenance	47,500	43,500
20121 Bridge Maintenance	4,700	5,590
20122 Street Lighting	35,674	39,056
20124 Cathodic Protection - Antwerp Bridge	2,100	3,000
20147 Depreciation	3,361,804	2,847,101
Expenditure Total	5,340,279	4,879,012
Income		
20170 Roads to Recovery - Grant	(1,753,308)	(1,518,849)
Income Total	(1,753,308)	(1,518,849)
Operating Total	3,586,971	3,360,163

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
201 Local Roads and Bridges		
Capital		
Expenditure		
20100 Indoor Salaries	98,489	102,567
20152 Kerb & Channel	232,673	385,820
20154 Reseals and Final Seals	587,684	634,868
20156 Sealed Road Construction	1,024,033	1,140,658
20158 Shoulder Resheet	141,045	360,305
20160 Unsealed Road Construction	1,388,394	612,550
20164 Bridges	500,000	325,000
Expenditure Total	3,972,318	3,561,768
Capital Total	3,972,318	3,561,768
201 Local Roads and Bridges Total	7,559,289	6,921,931

Program 2.02 Drainage Management**Service Description:**

The aim of this program is to have well maintained, fit for purpose drainage systems within townships.

Initiatives: (Refer to the Capital Works Program for further details.)

- Renewal of Block 40 Road Culvert and upgrade works to seal floodway inverts.
- Maintenance of Council's drainage systems including open drains and culverts, an extensive underground drain network and 75 km of kerb and channel.

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
202 Drainage Management		
Operating		
Expenditure		
20200 Indoor Salaries	43,660	46,414
20204 Sealed Road Drainage and Culvert Maintenance	44,500	64,210
20205 Unsealed Road Drainage and Culvert Maintenance	118,000	114,760
20206 Underground Drainage Maintenance - Pits	16,500	16,830
20207 Underground Drainage Maintenance - Pipework	8,500	8,670
20208 Earth Gutter Maintenance	27,200	27,744
20209 Kerb and Channel Maintenance	6,000	6,120
20210 Urban Drainage Inspections	5,000	5,100
20247 Depreciation	206,917	321,631
Expenditure Total	476,277	611,479
Operating Total	476,277	611,479
Capital		
Expenditure		
20200 Indoor Salaries	11,120	11,526
20252 Urban Drainage	248,010	135,735
Expenditure Total	259,130	147,261
Capital Total	735,407	147,261
202 Drainage Management Total	735,407	758,740

Program 2.03 **Paths and Trails****Service Description:**

The aim of Council's paths and trails program is to provide well maintained pedestrian access, including disabled access to critical and popular destinations around our townships.

Initiatives: (Refer to the Capital Works Program for further details.)

- Within this budget, Council projects will include footpath renewal in Hindmarsh Street, Dimboola; and Charles Street, Jeparit.
- Council will inspect and maintain the existing network of 40 kilometres of footpaths in accordance with Council's Road Management Plan.
- Maintenance will include grinding to remove tripping edges and removal of hazards.

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
203 Paths and Trails		
Operating		
Expenditure		
20300 Indoor Salaries	39,334	46,635
20304 Footpath Maintenance	33,000	33,660
20305 Footpath Inspections	700	1,704
20306 Footpath Programmed Inspections	5,650	6,253
20307 Footpath Tactile Removal	0	2,000
20347 Depreciation	154,650	158,599
Expenditure Total	233,334	248,851
Operating Total	233,334	248,851
Capital		
Expenditure		
20300 Indoor Salaries	6,001	6,273
20353 Footpaths	208,982	148,447
Expenditure Total	214,983	154,720
Capital Total	214,983	154,720
203 Paths and Trails Total	448,317	403,571

Program 2.04 Tree Management**Service Description:**

The aim of Council's Tree Management program is to conduct maintenance, inspections and replanting works on Council road reserves, parks and gardens, and recreation reserves.

Initiatives:

- Undertake reactive and programmed inspections in accordance with Council's Road Management Plan in relation to nature strip trees that impede footpaths.
- Trim, remove and replace urban trees as necessary. Maintenance of trees is prioritised to ensure a safe passage for pedestrian, access for vehicle traffic and to protect infrastructure.
- Undertake proactive inspections of trees located in high trafficked areas such as parks and recreation reserves for safety purposes.
- Trim and remove rural trees as necessary for road safety purposes.
- Liaise with Powercor and its agencies in relation to trimming and removal of trees under power lines.

Account	Budget 2016-17	Budget 2017-18
204 Tree Management		
Operating		
Expenditure		
20400 Indoor Salaries	20,954	21,819
20404 Rural Tree Trimming and Removal	150,700	150,700
20405 Urban Trees Lopping & Pruning and Removal	97,900	90,968
20406 Urban Trees Replacement Program	29,500	30,090
Expenditure Total	299,054	293,577
Operating Total	299,054	293,577
204 Tree Management Total	299,054	293,577

Program 2.05 Town Beautification**Service Description:**

The aim of Council's Town Beautification program is to maintain and redevelop public open spaces in Dimboola, Jeparit, Nhill and Rainbow.

Initiatives:

- Mechanical street sweeping of commercial and urban areas eight times per year.
- Regular removal of litter from commercial and urban areas.
- Cleaning and maintenance of 17 public toilets located within the four towns.
- Maintenance of grassed parks and open spaces to enhance the amenity of each town.
- Delivery of reactive and programmed inspections in relation to Council-controlled playgrounds.
- Maintenance of playground equipment and soft fall at the 14 playgrounds within the four towns.



Account	Budget 2016-17	Budget 2017-18
205 Town Beautification		
Operating		
Expenditure		
20500 Indoor Salaries	50,526	52,786
20504 Urban Streets - Mechanical Street Sweeping	50,100	44,880
20505 Commercial Area - Mechanical Street Sweeping	13,470	14,928
20506 Commercial Area Manual Street Sweeping	45,900	37,742
20507 Urban Area Litter Removal	51,200	48,804
20508 Commercial Area Bin Collection	56,100	51,592
20509 Public Toilet Building Maintenance	20,000	20,000
20510 Public Toilet Cleaning	139,750	115,785
20511 Parks and Gardens - Lawn Mowing and Maintenance	64,400	63,766
20512 Parks and Gardens - Watering	14,350	6,750
20513 Parks and Gardens - Infrastructure Maintenance	36,775	38,872
20514 Parks and Gardens - Garden Beds	32,200	36,200
20515 Parks and Gardens - Grass Maintenance	48,150	55,652
20516 Parks and Gardens - Playground Inspections	12,900	13,158
20517 Parks and Gardens - Playground Maintenance	35,625	38,703
20522 Western Highway Median Maintenance	10,500	10,710
20523 Nhill Truck Trailer Exchange (A&P Location)	6,000	6,120
20526 Roy Street Garden Beds	0	3,000
20544 Utilities	39,042	49,238
20547 Depreciation	72,485	76,485
Expenditure Total	799,473	785,171
Income		
20561 Western Highway Median Maintenance	(7,544)	(7,544)
20562 Nhill Truck Trailer Exchange – (A&P Location)	(12,000)	(12,000)
Income Total	(19,544)	(19,544)
Operating Total	779,929	765,627

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
205 Town Beautification		
Capital		
Expenditure		
20554 Town Entry Signs	20,000	0
Expenditure Total	20,000	0
Capital Total	20,000	0
205 Town Beautification Total	799,929	765,627

Program 2.06 Community Centres and Public Halls**Service Description:**

Maintenance, renewal and upgrade of Council-owned and controlled community centres and halls, and support of communities that undertake these activities on behalf of Council.

Initiatives:

- Maintenance of all Council owned and controlled community centres and halls.
- Inspections and safety audits of community centres and halls.
- Implementation and monitoring of hire agreements for community centres and halls.
- Continue to promote the Nhill Memorial Community Centre to fully utilise the digital projection equipment upgrade.

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
206 Community Centres and Public Halls		
Operating		
Expenditure		
20600 Indoor Salaries	85,963	96,668
20603 Advertising	3,000	3,000
20604 Nhill Community Centre Maintenance	16,000	16,320
20605 Public Halls Building Maintenance	63,200	42,000
20606 Public Halls Inspections	1,705	1,750
20611 Condition Assessment - Buildings	10,000	10,000
20612 Nhill Memorial Community Centre Film Hire	20,000	20,000
20613 Nhill Community Centre Materials	3,000	4,000
20614 Dimboola Community Centre Contribution	500	500
20644 Utilities	17,230	17,230
20645 Telecommunications	1,316	600
20647 Depreciation	144,526	144,526
Expenditure Total	366,440	356,594
Income		
20672 Nhill Memorial Community Centre	(55,000)	(50,000)
Income Total	(55,000)	(50,000)
Operating Total	311,440	306,594
Capital		
Expenditure		
20651 Nhill Community Centre Improvements	7,555	0
Expenditure Total	7,555	0
Capital Total	7,555	0
206 Community Centres and Public Halls Total	318,995	306,594

Program 2.07 Recreation Facilities

Service Description:

Maintenance, renewal and upgrade of Council owned and controlled recreational land, buildings and facilities. Council also supports groups that undertake these activities on behalf of Council.

Major Initiatives - Capital Expenditure:

- Construction of skate parks at both Dimboola and Rainbow.

Initiatives:

- Establish, implement and monitor User Agreements for management and maintenance of ovals and recreation reserves in Dimboola, Jeparit, Nhill and Rainbow.
- Maintenance of Council-owned and controlled recreational buildings and facilities.
- Actively seek funding for projects to maintain and improve community recreation facilities and manage the projects in conjunction with community organisations (Refer to 1.01 Community Developments – Community Action Plans in Jeparit and Rainbow and Community Precinct Plans in Dimboola and Nhill).
- Inspections and safety audits of recreational facilities.

Service Performance Outcome Indicators:

Service	Indicator	Performance Measure	Computation
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



Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
207 Recreation Facilities		
Operating		
Expenditure		
20700 Indoor Salaries	89,715	98,876
20702 Contracts & Materials	250	250
20704 Swimming Pool Management	246,517	253,000
20705 Swimming Pool Maintenance	23,500	24,000
20706 Swimming Pool Building Maintenance	16,000	16,320
20708 Swimming Pool Preparation and Painting	7,000	7,150
20709 Swimming Area Ground Maintenance	7,800	8,000
20710 Recreation Reserve Building Maintenance	26,700	27,250
20712 Recreation Reserve Oval Mowing and Maintenance	31,200	33,280
20713 Recreation Reserve Surrounds Maintenance	37,850	34,630
20714 Recreation Reserve Loose Litter Removal	4,100	3,500
20718 Service of Pool Filters	0	14,000
20719 Nhill Community Pavilion Design Work	20,000	0
20720 Precinct & Recreation Plan Projects Funding	50,000	0
20744 Utilities	46,447	46,447
20745 Telecommunications	502	502
20747 Depreciation	281,736	281,736
20797 Skate Park Facilities	10,000	0
20798 Rainbow Bowls Synthetic Green	4,500	0
Expenditure Total	903,817	848,941
Income		
20770 Recreation Reserve Recoupments	(4,000)	(4,000)
20774 Skate Park Grant	0	(200,000)
20776 Dimboola Football Club Netball Facilities – Grant	(116,365)	0
20778 Rainbow Synthetic Bowls Green – Grant	(4,500)	0
Income Total	(124,865)	(204,000)
Operating Total	828,952	644,941

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
207 Recreation Facilities		
Capital		
Expenditure		
20720 Precinct & Recreation Plan Projects Funding	0	50,000
20752 Dimboola Soundshell Project	8,500	0
20755 Dimboola Recreation Reserve Netball Facilities	128,965	0
20766 Dimboola Recreation Reserve Drainage	7,500	0
20797 Skate Park Facilities	143,000	200,000
20799 Recreational Fishing Pontoon	8,000	0
Expenditure Total	295,965	250,000
Capital Total	295,965	250,000
207 Recreation Facilities Total	1,074,917	894,941

Program 2.08 Waste Management**Service Description:**

Management of Council's transfer stations and collection and disposal of domestic waste and recyclables across the Shire.

Initiatives:

- Weekly kerbside collection of garbage bins.
- Fortnightly kerbside collection of recycle bins.
- Manage the operations of transfer stations.
- Redeveloping the transfer stations to minimise contamination of waste and reduce the volume of waste to landfill.
- One free green waste month per year.

Service Performance Outcome Indicators:

Service	Indicator	Performance Measure	Computation
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] x 100

Account	Budget 2016-17	Budget 2017-18
208 Waste Management		
Operating		
Expenditure		
20800 Indoor Salaries	124,597	127,939
20802 Contracts and Materials	2,000	2,000
20803 Advertising	200	200
20804 Kerbside Garbage Collection	257,500	265,000
20805 Kerbside Recycle Collection	159,650	166,000
20806 Transportation of Garbage to Dooen Landfill	56,650	57,800
20807 Dooen Landfill Charges	178,500	183,000
20808 Delivery of Recycle	30,000	30,600
20810 Transfer Station Recycle Collection	6,180	6,300
20811 Transfer Station Push in Waste and Cover	18,600	19,000
20812 Transfer Station Chemical Drum Disposal	2,000	2,100
20813 Transfer Station Maintenance	16,000	16,300
20815 Transfer Station Green Waste Processing	5,000	5,100
20818 Hard Plastic Disposal	15,000	15,000
20819 Environmental Waste Project	20,000	0
20847 Depreciation	32,629	32,629
Expenditure Total	924,506	928,968
Income		
20870 Kerbside Waste / Recycling Charge	(857,565)	(874,716)
20871 Commercial Garbage Collection Fees	(32,000)	(40,000)
20872 Commercial Recycle Collection Fees	(2,000)	(3,000)
20874 Transfer Station Fees	(45,000)	(45,000)
20875 Drum Disposal Cost Recovery – Grant	(1,000)	(1,000)
20876 Garbage Bin and Parts Sales	(2,000)	(2,000)
20877 Waste Management Sales	(1,000)	(1,000)
Income Total	(940,565)	(966,716)
Operating Total	(16,059)	(37,748)
208 Waste Management Total	(16,059)	(37,748)

Program 2.09 Quarry Operations**Service Description:**

Management of Council-owned and controlled quarries and gravel pits for extraction of gravel for road making.

Initiatives:

- Coordinate the timely extraction and crushing of suitable quarry materials to ensure sufficient quantities are available for Council's maintenance and capital projects.
- Ensure quarries are operated and rehabilitated in line with work authority guidelines and statutory obligations.
- Researching and exploring new gravel supplies.

Account	Budget 2016-17	Budget 2017-18
209 Quarry Operations		
Operating		
Expenditure		
20900 Indoor Salaries	8,459	8,782
20904 Quarry Raising	75,000	44,000
20905 Quarry Material Crushing	232,000	150,000
20906 Quarry Material Loading	60,000	40,000
20907 Quarry Rehabilitation	130,000	100,000
20908 Quarry Compensation Payment	27,500	28,240
20909 Quarry Restoration	95,500	96,900
20911 Quarry General Maintenance	16,000	16,320
20947 Depreciation	11,714	11,714
Expenditure Total	655,673	495,956
Income		
20970 Quarry Sales	(20,000)	(20,000)
20971 Quarry Material Used on Jobs	(635,868)	(635,868)
Income Total	(655,868)	(655,868)
Operating Total	(195)	(159,912)
209 Quarry Operations Total	(195)	(159,912)

Program 2.10 Waterway Management**Service Description:**

Management of Council-controlled waterways including weir pools and lakes.

Initiatives:

- Maintenance of navigational aids on Council-controlled waterways including Dimboola and Jeparit weir pools and Lake Hindmarsh.
- Implement management arrangements for the Dimboola and Jeparit weirs.
- Provide water allocation to assist maintenance of water levels of Nhill Lake.

Account	Budget 2016-17	Budget 2017-18
210 Waterway Management		
Operating		
Expenditure		
21000 Indoor Salaries	10,589	10,856
21002 Contracts and Materials	2,500	2,500
21006 Weir Operations	6,000	6,000
21007 Nhill Lake Water Allocation	3,000	3,060
21044 Utilities	7,114	7,114
21045 Depreciation	32,869	32,869
Expenditure Total	62,072	62,399
Operating Total	62,072	62,399
210 Waterway Management Total	62,072	62,399

Program 2.11 Environment Management**Service Description:**

Manage, protect and enhance Council's natural assets in conjunction with Government departments and environmental groups.

Initiatives:

- Continue to work with local Landcare groups.
- Implement Council's Roadside Management Strategy.
- Eradication of pest plants and pest animals.
- Explore innovative waste management options for green waste.
- Continue to support the Wimmera Mallee Sustainability Alliance.

Built and Natural Environment	Budget	2017-18
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Account	Budget 2016-17	Budget 2017-18
211 Environment Management		
Operating		
Expenditure		
21100 Indoor Salaries	13,515	14,316
21104 Hindmarsh Landcare Network Contribution	10,000	10,000
21105 Vermin and Noxious Weeds	13,200	12,400
21106 Lanes and Drains Herbicide Spraying	30,600	31,100
21107 Wimmera Mallee Sustainability Alliance - Cont.	5,000	5,000
21109 Roadside Weeds and Pests (DELWP)	50,000	50,000
Expenditure Total	122,315	122,816
Income		
21170 Roadside Weeds and Pests (DELWP)	(50,000)	(50,000)
Income Total	(50,000)	(50,000)
Operating Total	72,315	72,816
211 Environment Management Total	72,315	72,816

Program 2.12 Fire Protection**Service Description:**

Identification of potential fire hazards and prevention of loss of life and property caused by fire.

Initiatives:

- Conduct annual inspections of properties that may pose a fire risk.
- Issue notices to property owners to remove potential fire risks.
- Slashing or spraying of roadsides to reduce fire hazards.
- Review the Municipal Fire Management Plan.

Account	Budget 2016-17	Budget 2017-18
212 Fire Prevention		
Operating		
Expenditure		
21200 Indoor Salaries	22,605	23,823
21204 Fire Plug Post Maintenance	9,500	9,690
21205 Rural Roadside Spraying/Slashing	34,000	34,680
21206 Town Boundary Spraying/Slashing	3,300	4,306
21207 Private Property Clean-up for Fire Prevention	3,000	3,000
Expenditure Total	72,405	75,499
Income		
21270 Recoupment of Clean-up Costs at Private Property	(3,000)	(3,000)
21271 Fire Prevention Fines	(10,000)	(10,000)
Income Total	(13,000)	(13,000)
Operating Total	59,405	62,499
212 Fire Prevention Total	59,405	62,499

6.3 Key Result Area No. 3: COMPETITIVE AND INNOVATIVE ECONOMY

To achieve our KRA **Competitive and Innovative Economy**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each program area are described over the following pages.

Program 3.01 Economic Development**Service Description:**

Facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for residents to access employment.

Initiatives:

- Support and promote work experience, apprenticeships and cadetships.
- Represent Council at local, regional and state shows and expos in order to market the Shire's liveability, tourism assets and opportunities.
- Be proactive in relation to the National Broadband Network rollout in regional Victoria.
- Support local business associations and local businesses.
- Membership of Rural Councils Victoria and the Wimmera Development Association.
- Support and promote caravan and camping accommodation within the Shire.
- Support the Nhill Aerodrome Masterplan Advisory committee.
- Implement initiatives resulting from Council's Economic Development Strategy adopted in 2014/15, including Business Assistance Grants Program, local business training initiatives, farm stay and B&B information and promotion.
- Provide support and advocate on behalf of newly migrated residents.

Account	Budget 2016-17	Budget 2017-18
301 Economic Development		
Operating		
Expenditure		
30100 Indoor Salaries	108,436	119,821
30102 Contracts and Materials	5,000	5,000
30103 Advertising	2,000	3,000
30104 Council Contribution For Grant Funded Projects	50,000	50,000
30105 Saleyard Membership - Nhill	800	800
30106 Saleyard Maintenance Nhill - Yard and Pen	2,000	2,000
30107 Saleyard Ground Maintenance Nhill	4,500	4,600
30108 Saleyard Utilities Nhill	2,964	2,964
30109 Dimboola Community Enterprise Centre Utilities	3,523	0
30110 Economic Development Strategy Implementation	0	10,000
30115 Karen Community Capacity Building Project	0	50,000
30116 Karen Settlement Building Project	27,562	39,694
30117 Farm Stay / B & B Information Sessions	5,000	0
30118 Local Business Group Training Initiatives	6,000	0
30119 Small Business Incubation Plan & Young Entrepreneur	2,000	0
30120 Business Assistance Grant Program	20,000	20,000
30121 Karen Migration Employment Project	40,174	42,568
30143 Memberships and Subscriptions - Saleyard	750	0
30144 Utilities	2,156	2,156
30147 Depreciation	45,976	45,976
Expenditure Total	328,841	398,579
Income		
30170 Saleyard Fees - Nhill	(4,000)	(4,000)
30171 Saleyard Truck Wash Fees - Nhill	(500)	(500)
30179 Karen Settlement Program – Grant	(10,000)	(10,000)
30180 Karen Community Capacity – Grant	0	(50,000)
30181 Karen Migration Employment – Grant	(20,000)	(20,000)
Income Total	(34,500)	(84,500)
Operating Total	294,341	314,079
Capital		
Expenditure		
30104 Council Contribution to Grant Funded Projects	100,000	100,000
Expenditure Total	100,000	100,000
Capital Total	100,000	100,000
301 Economic Development Total	394,341	414,079

Program 3.02 Tourism**Service Description:**

To develop a thriving Wimmera Mallee Tourism industry predominantly based on, but not limited to, the Shire's heritage and environmental assets.

Initiatives:

- Promote and maintain a Hindmarsh Tourism website.
- Work collaboratively with Wimmera Mallee Tourism , the Wimmera Mallee region's Indigenous Tourism Group and Hindmarsh Visitor Information Centre.
- Assist community based groups and project working groups to manage projects promoting tourism growth.
- Work with Yurunga Homestead and Wimmera Mallee Pioneer Museum Committees of Management to assist them to promote and market their respective assets in order for them to realise their tourism potential.
- Implement the recommendations in the Wimmera Mallee Pioneer Museum master plan.
- Support innovative community-driven events and festivals that stimulate growth in the region.
- Develop a trail along the Wimmera River and Lake Hindmarsh (subject to funding).

Account	Budget 2016-17	Budget 2017-18
302 Tourism		
Operating		
Expenditure		
30200 Indoor Salaries	131,183	123,276
30202 Contracts & Materials	1,000	1,000
30203 Advertising & Marketing Promotions	10,000	10,000
30205 Regional Tourism Association Contribution	6,000	7,500
30206 Information Centre Building Maintenance	2,200	1,700
30207 Information Centre Nhill - Cleaning	3,000	3,000
30208 Information Centre Nhill – S86 Funds	0	500
30211 Building Maintenance - Yurunga and Pioneer Museum	38,000	38,760
30212 RV Dump Point Maintenance	2,000	2,000
30215 Pioneer Museum Strategic / Master Plan	40,000	0
30216 Website Maintenance & Hosting	6,500	6,500
30217 Hindmarsh Heritage Drive	5,000	0
30244 Utilities	1,202	1,202
30247 Depreciation	41,504	41,504
Expenditure Total	287,589	236,942
Operating Total	287,589	236,942
Capital		
Expenditure		
30251 Tourism Signage	10,000	0
30258 Fire Tank Wimmera Mallee Pioneer Museum	9,000	0
Expenditure Total	19,000	0
Capital Total	19,000	0
302 Tourism Total	306,589	236,942

Program 3.03 Private Works**Service Description:**

Provision of private civil works services.

- Provide quotations for private works undertaken by Council's works department to residents, contractors and other authorities.
- Potential private works include grading of farm driveways, grading of fence lines, construction of driveway cross-overs, and supply of labour, plant and materials.
- Private works also include repair to Council's infrastructure caused by repair to third party assets.

Council has the capacity to provide competitively priced and locally available services including:

- Driveway construction and private road or street construction;
- Subdivision works;
- Earthmoving;
- Cartage;
- Truck Hire / Water Cartage; and
- Grading driveways and fence lines.

Account	Budget 2016-17	Budget 2017-18
303 Private Works		
Operating		
Expenditure		
30300 Indoor Salaries	23,166	24,082
30303 Advertising	1,000	600
30304 Private Works	71,500	40,000
30344 Utilities	1,300	1,300
Expenditure Total	96,966	65,982
Income		
30372 Private Works Fees	(120,000)	(70,000)
Income Total	(120,000)	(70,000)
Operating Total	(23,034)	(4,018)
303 Private Works Total	(23,034)	(4,018)

Program 3.04 Caravan Parks and Camping Grounds**Service Description:**

Maintenance, renewal and upgrade of Council Caravan Parks and Camping Grounds.

Initiatives:

- Support caravan parks and camping grounds accommodation managers within the Shire.
- Maintenance and enhancement of buildings and grounds at Council caravan parks and camping grounds.
- Continue the implementation of the Riverside Holiday Park, Dimboola master plan.

Account	Budget 2016-17	Budget 2017-18
304 Caravan Parks and Camping Grounds		
Operating		
Expenditure		
30400 Indoor Salaries	122,094	200,343
30402 Contracts and Materials	8,000	15,000
30403 Advertising	2,000	2,000
30404 Caravan Park Building Maintenance	19,500	20,000
30405 Caravan Parks Ground Maintenance	22,500	22,500
30406 Camping Grounds Building Maintenance	4,000	4,000
30407 Camping Grounds Infrastructure Maintenance	2,000	2,000
30408 Camping Ground Beach Cleaning	1,000	1,000
30409 Caravan Parks Marketing & Promotion	5,000	5,000
30410 Online Booking System	5,000	6,100
30411 Memberships and Subscriptions	3,500	3,500
30412 Caravan Park Linen	0	4,000
30444 Utilities	29,848	35,000
30445 Telecommunications	1,250	1,250
Expenditure Total	225,692	321,693
Income		
30470 Caravan Park Lease Fees	(10,000)	(10,000)
30471 Caravan Park Fees	(150,000)	(185,000)
30472 Camping Ground Fees	(1,000)	(1,500)
30473 Riverside Holiday Park Infrastructure - Grant	(320,000)	0
30475 Camp Kitchen - Grant	(30,000)	0
Income Total	(511,000)	(196,500)
Operating Total	(285,308)	125,193
Capital		
Expenditure		
30456 Camp Kitchen Jeparit Riverbank Precinct	46,400	0
30457 Riverside Holiday Park Fencing Upgrades	20,000	0
30458 Riverside Holiday Park Bikes	17,023	10,250
30459 Riverside Holiday Park Rec Room & Office Fitout	40,500	0
30460 Riverside Holiday Park Cabins	320,000	0
Expenditure Total	443,923	10,250
Capital Total	443,923	10,250
304 Caravan Parks and Camping Grounds Total	158,615	135,443

Program 3.05 Land Use Planning**Service Description:**

To ensure that any development that occurs in Hindmarsh Shire is carried out in accordance with relevant planning policies, principals and controls.

- Provide customers with advice on planning scheme requirements.
- Prepare and assess planning scheme amendments and consider planning permit applications.
- Represent Council at Panel Hearings and at Victorian Civil and Administrative Tribunal.
- Undertake planning scheme compliance checks when necessary.
- Process subdivisions and planning certificates.
- Implement actions from the Wimmera Southern Mallee Regional Growth Plan.

Service Performance Outcome Indicators:

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] x 100

Account	Budget 2016-17	Budget 2017-18
305 Land Use Planning		
Operating		
Expenditure		
30500 Indoor Salaries	58,314	160,935
30502 Contracts and Materials	500	500
30503 Advertising	500	500
30504 Land Use Planning Contractor	83,025	10,000
30508 Planning Scheme Amendments	10,000	10,000
Expenditure Total	152,339	181,935
Income		
30570 Land Use Planning Permit Fees	(15,000)	(12,000)
30571 Land Use Planning Certificate Fees	(1,600)	(1,600)
Income Total	(16,600)	(13,600)
Operating Total	135,739	168,335
305 Land Use Planning Total	135,739	168,335

Program 3.06 Building Control**Service Description:**

To provide statutory and private building services to the community.

- To carry out Council's statutory private building requirements.
- Issuing of building permits and certificates.
- Receipt and recording of building permits undertaken by private building surveyors.
- Undertake building enforcement and compliance checks.
- Provision of reports to the Building Control Commission.

Account	Budget 2016-17	Budget 2017-18
306 Building Control		
Operating		
Expenditure		
30600 Indoor Salaries	7,153	7,797
30602 Contracts and Materials	500	500
30604 Building Control Contractor	144,430	147,500
30605 Software & Licence Fees	600	650
30643 Memberships and Subscriptions	0	500
Expenditure Total	152,683	156,947
Income		
30670 Building Control Permit Fees	(36,000)	(30,000)
30671 Building Control Certificate Fees	(1,500)	(1,500)
Income Total	(37,500)	(31,500)
Operating Total	115,183	125,447
306 Building Control Total	115,183	125,447

Program 3.07 Aerodrome**Service Description:**

Manage and maintain the Nhill Aerodrome.

Initiatives:

- Scheduled inspections and maintenance at the Nhill Aerodrome.
- Provide support to the Nhill Aerodrome Masterplan Advisory Committee to implement the Nhill Aerodrome Master Plan.

Account	Budget 2016-17	Budget 2017-18
307 Aerodromes		
Operating		
Expenditure		
30700 Indoor Salaries	17,742	18,654
30702 Contracts and Materials	4,000	4,100
30703 Advertising	100	200
30704 Aerodrome Inspections	13,806	13,930
30705 Aerodrome Toilet Cleaning	1,500	1,550
30706 Runways and Taxiways	3,100	3,150
30707 Aerodrome Lines lights and Markers	6,000	6,125
30708 Aerodrome Grass Slashing and Spraying	9,000	9,180
30709 Aerodrome Membership	600	650
30710 Building Maintenance	3,500	3,600
30711 Surrounds Maintenance	1,000	1,000
30744 Utilities	1,741	1,741
30745 Telecommunications	917	917
30747 Depreciation	19,430	19,430
30771 Training Fees	3000	0
Expenditure Total	85,436	84,227
Income		
30770 Aerodrome Fees	(12,000)	(12,000)
Income Total	(12,000)	(12,000)
Operating Total	73,436	72,227
307 Aerodromes Total	73,436	72,227

6.4 Key Result Area No. 4: OUR PEOPLE, OUR PROCESSES

To achieve our KRA **Our People, Our Processes**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each program area are described over the following pages.

Program 4.01 Civic Leadership and Governance**Service Description:**

To ensure that Council provides effective leadership and that its decisions are transparent, inclusive and based on sound recommendations and advice.

Initiatives:

- Management support for the Mayor and Council.
- Regular media releases and newsletters to inform the community of current issues.
- Lobbying of politicians and government departments.
- Advocacy on behalf of the community on key local government issues.
- Memberships include Municipal Association of Victoria, Rural Council Victoria, North West Municipalities Association and Wimmera Development Corporation
- Community Satisfaction Survey

Service Performance Outcome Indicators:

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

Account	Budget 2016-17	Budget 2017-18
401 Civic Leadership and Governance		
Operating		
Expenditure		
40100 Indoor Salaries	336,904	357,284
40101 Advocacy Development & Training	39,000	39,000
40102 Contracts and Materials	25,000	27,500
40103 Advertising	10,000	20,000
40104 Mayoral Allowance	60,547	62,060
40105 Councillors Allowance	110,700	113,470
40107 Civic Receptions	5,000	5,000
40108 Councillor Travel and Remote Area Allowance	5,000	4,000
40109 Audit Committee	1,000	2,400
40110 Internal Audit Fees	24,000	20,000
40111 Community Newsletter	1,800	3,500
40113 Legal Fees	20,000	20,000
40114 Council Retreat	12,000	6,000
40115 Councillors Training	9,000	9,000
40116 Awards & Ceremonies	6,000	6,000
40118 Software and Licence Fees	5,000	5,000
40119 Printing - Annual Report	4,700	0
40120 Community Satisfaction Survey	14,500	15,000
40123 Website Maintenance & Hosting	6,500	6,600
40143 Memberships and Subscriptions	78,000	80,000
40145 Telecommunication	13,500	13,500
40147 Depreciation	25,286	25,286
Expenditure Total	813,437	840,600
Operating Total	813,437	840,600
401 Civic Leadership and Governance Total	813,437	840,600

Program 4.02 Customer Service Centres**Service Description:**

Operation and maintenance of customer service centres to provide facilities from which Council can efficiently deliver services to the community. Provision of information to ratepayers and the general public on a broad range of services provided by Council and other government agencies.

Initiatives:

- Seek improvement in the community satisfaction survey conducted annually.
- Provision of licensing and registration services on behalf of VicRoads.

Account	Budget 2016-17	Budget 2017-18
402 Customer Service Centre		
Operating		
Expenditure		
40200 Indoor Salaries	299,830	331,737
40202 Contracts and Materials	5,000	5,000
40204 Postage	15,000	15,000
40205 Printing and Stationary	25,000	25,000
40206 Customer Service Centre Dim. Library - Salary Reimb.	24,287	24,833
40207 Cleaning Products	2,000	2,000
40208 Building Maintenance	25,000	26,000
40209 Staff Amenities	3,000	3,000
40244 Utilities	29,152	29,152
40245 Telecommunication	26,600	26,600
40247 Depreciation	116,180	116,180
Expenditure Total	571,049	604,502
Operating Total	571,049	604,502
Capital		
Expenditure		
40254 Storage Shed	24,072	0
40255 Rear Verandah Construction	0	15,000
Expenditure Total	24,072	15,000
Capital Total	24,072	15,000
402 Customer Service Centre Total	595,121	619,502

Program 4.03 Council Elections**Service Description:**

Efficient and effective running of Elections by the Victorian Electoral Commission on behalf of Council.

- Ongoing maintenance of the voters' rolls.

Account	Budget 2016-17	Budget 2017-18
403 Council Elections		
Operating		
Expenditure		
40300 Indoor Salaries	4,750	0
40305 Electoral Services	100,000	0
Expenditure Total	104,750	0
Operating Total	104,750	0
403 Council Elections Total	104,750	0

Program 4.04 Financial Management**Service Description:**

To ensure the efficient and effective allocation of resources through sound financial planning and management that secures the long term financial viability of the municipality.

- Preparation of Council's annual budget, including the capital works budget.
- Preparation of Council's Annual Report.
- Preparation of management reports to Council and Senior Managers.
- Investment of surplus funds in accordance with Council's investment policy having regard to legislation and financial risk.
- Support of the internal and external audit functions.
- Management of Council's taxation obligations.
- Continued lobbying of governments for additional funding and resources.

Initiatives:

- Refinement of Council's 10-year financial plan to aid in Council's long term financial sustainability.

Account	Budget 2016-17	Budget 2017-18
404 Financial Management		
Operating		
Expenditure		
40400 Indoor Salaries	183,125	186,472
40402 Contracts and Materials	2,000	2,000
40403 Advertising	2,000	2,000
40404 Statutory Audit Fees	42,000	42,000
40405 Bank Account Fees	29,500	29,500
40408 Other Bank Fees and Charges	1,000	1,000
40409 Financial Management Software Maintenance Fees	186,300	186,300
40443 Memberships and Subscriptions	4,500	4,500
Expenditure Total	450,425	453,772
Income		
40470 Victoria Grant Commission General Purpose Grant	(2,520,647)	(1,304,435)
40471 Victoria Grant Commission Local Roads Grant	(1,527,040)	(790,243)
40472 Interest on Investments	(75,000)	(75,000)
40474 Phone Tower Leases	(30,000)	(30,000)
40475 Other Corporate Income	(19,100)	(19,100)
40478 Proceeds from Sale of Plant	(110,000)	(128,500)
Income Total	(4,281,787)	(2,347,278)
Operating Total	(3,831,362)	(1,893,506)
404 Financial Management Total	(3,831,362)	(1,893,506)

Program 4.05 Rating and Valuations**Service Description:**

Management of Council's rating system, including valuation of properties and the levying of rates and charges.

- Maintenance of property and valuation records, including supplementary valuations.
- Administering Pensioner rate concessions on behalf of the State Government.
- Issue of quarterly Rates and Valuations notices.
- Collection of rates and legal action where necessary.
- Issue of Land Information Certificates.

Initiatives:

- Review and implementation of Council's Rating Strategy.

Account	Budget 2016-17	Budget 2017-18
405 Rating and Valuations		
Operating		
Expenditure		
40500 Indoor Salaries	134,003	132,602
40502 Contracts and Materials	1,000	3,000
40504 Printing and Postage of Rate Notices	17,000	17,000
40505 General Revaluation	0	45,000
40506 Supplementary Valuations	5,000	7,250
40507 Debt Collection Fees	15,000	15,000
40508 Fire Services Levy	24,000	24,000
40509 Bad & Doubtful Debts	5,000	5,000
Expenditure Total	201,003	248,852
Income		
40570 Rates Revenue	(6,429,606)	(6,712,767)
40571 Municipal Charge	(711,740)	(734,810)
40572 Interest on Overdue Rates and Charges	(40,000)	(45,000)
40573 Recoupment of Legal Fees	(15,000)	(15,000)
40574 Fire Services Levy Support	(39,794)	(40,969)
Income Total	(7,236,140)	(7,548,546)
Operating Total	(7,035,137)	(7,299,694)
405 Rating and Valuations Total	(7,035,137)	(7,299,694)

Program 4.06 Records Management**Service Description:**

Effective and efficient recording, storage, retrieval and disposal of records in line with the standards of the Public Records Office of Victoria.

- Compliance with Privacy and Freedom of Information Legislation.
- Ensure that Council records, stores and disposes of its records in accordance with statutory obligations.

Initiatives:

- Further enhance the InfoXpert records module.
- Provide training and development for staff to implement further efficiencies and features in the records management system.

Account	Budget 2016-17	Budget 2017-18
406 Records Management		
Operating		
Expenditure		
40600 Indoor Salaries	43,806	46,133
40602 Contracts and Materials	4,000	4,000
40604 Records Management Software Maintenance Fees	9,500	9,500
Expenditure Total	57,306	59,633
Operating Total	57,306	59,633
Capital		
Expenditure		
Expenditure Total	0	0
Capital Total	0	0
406 Records Management Total	57,306	59,633

Program 4.07 Information Technology**Service Description:**

Using Information Technology as a tool to connect with the community and provide efficient and effective services.

Initiatives:

- Upgrade of computer hardware and software in line with industry standards and Council's IT Strategy.
- Improvement of Council's internet services to achieve faster down and upload speeds and increase efficiencies.
- Reducing the volume of paper used in Council's operations.

Account	Budget 2016-17	Budget 2017-18
407 Information Technology		
Operating		
Expenditure		
40700 Indoor Salaries	97,733	100,268
40702 Contracts and Materials	6,340	6,340
40704 Maintenance Agreements	65,048	75,050
40707 Memberships & Subscriptions	4,570	4,570
40710 Internet Services	35,000	35,000
40745 Telecommunications	480	480
40747 Depreciation	0	59,172
Expenditure Total	209,171	280,880
Operating Total	209,171	280,880
Capital		
Expenditure		
40750 Server Replacement	8,500	8,500
40752 Workstations	22,000	20,800
40756 Storage Area Network Replacement	12,000	20,250
Expenditure Total	42,500	49,550
Capital Total	42,500	49,550
407 Information Technology Total	251,671	330,430

Program 4.08 Risk Management**Service Description:**

Monitor and manage Council's risks in relation to operations, employment and infrastructure.

- Monitor and review the Risk Register.
- Regular review of the risks and control measures by Senior Management.
- Ensuring that Council's assets and interests are insured adequately against risk.
- Management of WorkCover Authority insurance and work place injury claims.
- Advise staff and contractors in relation to Workplace Health and Safety.
- Ensure that Council is aware of, and complies with, all of its statutory obligations.
- Integrate risk management into all Council projects, conducting risk assessments at the strategic, planning and implementation stages.

Account	Budget 2016-17	Budget 2017-18
408 Risk Management		
Operating		
Expenditure		
40800 Indoor Salaries	97,733	100,689
40802 Contracts and Materials	1,500	1,700
40804 Risk Management Software Maintenance Fees	4,600	4,600
40805 Insurance	250,170	250,170
40806 Excess on Claims	40,000	40,000
40807 OHS Staff Training	10,000	10,000
40810 OHS Committee Training	3,000	4,000
40845 Telecommunications	880	0
Expenditure Total	407,883	411,159
Income		
40870 Insurance Recoupments	(15,000)	(15,000)
Income Total	(15,000)	(15,000)
Operating Total	392,883	396,159
Capital		
Expenditure		
40850 Defibrillators	0	8,000
Expenditure Total	0	8,000
Capital Total	0	8,000
408 Risk Management Total	392,883	404,159

Program 4.09 Contract Management**Service Description:**

Preparation of contract specifications, administration of tender processes, and management of Council's contracted services.

- Tender preparation and specification development.
- Supervision and management of contracted Council services.
- Ensure that Council's tendering processes (including letting of tenders and appointment of contractors) comply with Council purchasing policies and statutory obligations.
- Ensure value for money and best products are achieved.

Account	Budget 2016-17	Budget 2017-18
409 Contract Management		
Operating		
Expenditure		
40900 Indoor Salaries	77,871	80,499
40902 Contracts and Materials	1,950	2,000
40945 Telecommunications	1,611	1,611
Expenditure Total	81,432	84,110
Operating Total	81,432	84,110
Capital		
Expenditure		
40951 Carpenters Tools	5,200	0
Expenditure Total	5,200	0
Capital Total	5,200	0
409 Contract Management Total	86,632	84,110

Program 4.10 Payroll and Human Resources Services**Program Description:**

Provision of payroll services to Council employees and the provision of human resources services to management.

Initiatives:

- Support Wimmera Development Association's (WDA) Cadet Program.
- Review payroll processes for employees.

Account	Budget 2016-17	Budget 2017-18
410 Payroll and HR Services		
Operating		
Expenditure		
41000 Indoor Salaries	142,932	151,318
41002 Contracts and Materials	2,000	2,000
41003 Advertising	5,000	5,100
41004 Staff Development Training	58,010	58,010
41005 Cadetships	7,000	7,000
41043 Memberships and Subscriptions	4,200	4,400
41045 Telecommunications	480	480
Expenditure Total	219,622	228,308
Operating Total	219,622	228,308
410 Payroll and HR Services Total	219,622	228,308

Program 4.11 Emergency Management**Service Description:**

Provide support to the community in the areas of emergency preparedness, emergency response and emergency recovery.

Initiatives:

- Training for staff undertaking emergency management roles.
- Actively participate in the Wimmera Emergency Management Cluster with Horsham Rural City Council, Yarriambiack Shire Council, and West Wimmera Shire Council.

Account	Budget 2016-17	Budget 2017-18
411 Emergency Management		
Operating		
Expenditure		
41100 Indoor Salaries	67,610	70,926
41102 Contracts and Materials	2,500	2,500
41104 SES Contribution	37,706	0
41105 Emergency Water Supply - Drought Bores	4,600	4,834
41108 Emergency Attendance	2,500	14,500
41145 Telecommunications	1,080	1,080
Expenditure Total	115,996	93,840
Income		
41170 SES Grants	(25,706)	0
Income Total	(25,706)	0
Operating Total	90,290	93,840
411 Emergency Management Total	90,290	93,840

Program 4.12 Depots and Workshops**Service Description:**

Operation of Council's depots and workshops including the provision of heavy plant and equipment.

- Securely house plant, equipment and materials.
- Provide a base for the outdoor staff.
- Provide a location to carry out maintenance and repairs of Council's plant and equipment.
- Purchase and maintain plant and equipment to enable the delivery of works.

Account	Budget 2016-17	Budget 2017-18
412 Depots and Workshops		
Operating		
Expenditure		
41200 Indoor Salaries	18,002	18,820
41202 Contracts and Materials	1,000	1,020
41203 Advertising	500	0
41204 Depot Building and Surround Maintenance	59,200	60,484
41205 Depot Coordination and Administration	88,500	92,550
41206 Purchase of Minor Tools and Traffic Signs	20,500	20,910
41244 Utilities	11,683	11,683
41245 Telecommunication	17,000	17,000
41247 Depreciation	9,701	9,701
Expenditure Total	226,086	232,168
Income		
Income Total	0	0
Operating Total	226,086	232,168
Capital		
Expenditure		
41251 Plant Replacement	65,000	430,000
41255 Nhill Depot Emoleum Tank	0	100,000
Expenditure Total	65,000	530,000
Capital Total	65,000	530,000
412 Depots and Workshops Total	291,086	762,168

Program 4.13 Asset Management**Program Description:**

Provision of skills, resources and systems to ensure the most efficient and effective management of Council's assets.

- Ensure that Council targets the correct level of asset expenditure to achieve and maintain the desired levels of service into the foreseeable future.
- Ensure that Council's asset renewal expenditure targets the most critical assets.
- Provide regular condition and defect audits of Council's assets to ensure safety and levels of service are maintained.
- Provide Council's asset valuations.

Initiatives:

- Continued review of Council's roads hierarchy and Road Management Plan.
- Management and maintenance of Council's electronic asset management system. The system is used as a repository for infrastructure asset data, and used to manage asset related inspections and corrective actions, and customer action requests.
- Further develop Council's electronic asset management system to store and manage all of Council's asset related data.
- Protect and monitor Council's assets in relation to private works including:
 - Inspections
 - Road Opening Permits
 - Act as a planning referral body
- An asset inspection program which includes:
 - Up to three (3) road inspections per year (including a night time inspection);
 - Monthly inspections of kindergartens, playgrounds, exercise equipment and skate parks across the four (4) towns;
 - Swimming pool inspections four (4) times per year;
 - Seven (7) bridge and numerous car park inspections twice per year;
 - 542 Fire Plug inspections annually;
 - Tree inspections twice per year in high use public areas;
 - As well as reactive inspections as a result of Customer Action Requests.

Account	Budget 2016-17	Budget 2017-18
413 Asset Management		
Operating		
Expenditure		
41300 Indoor Salaries	88,366	94,456
41302 Contracts and Materials	8,000	5,000
41304 Asset Management GIS Software Maintenance	0	15,000
41305 Step Asset Management Program	8,200	1,000
41306 MyData Upgrade and Training	32,000	32,000
41307 Memberships & Subscriptions	200	200
41308 Asset Inspections	18,011	20,000
41309 Road & Infrastructure Audit	100,000	60,000
41345 Telecommunications	2,300	2,300
Expenditure Total	257,077	229,956
Operating Total	257,077	229,956
413 Asset Management Total	257,077	229,956

Program 4.14 Fleet Management**Service Description:**

Ensure that Council's vehicle fleet is managed, maintained and replaced in the most efficient and effective way possible.

- Timely maintenance of fleet vehicles.
- Purchase and replacement of fleet vehicles in accordance with Council policy.

Account	Budget 2016-17	Budget 2017-18
414 Fleet Management		
Operating		
Expenditure		
41400 Indoor Salaries	2,614	2,677
41404 Fleet Servicing and Maintenance	10,000	10,200
41405 Fleet Tyres	6,000	6,120
41406 Fleet Registration & Insurance	8,505	8,675
41407 Fringe Benefit Tax	96,000	100,000
41408 Fleet Fuel	34,002	34,700
41447 Depreciation	34,226	34,226
Expenditure Total	191,347	196,598
Income		
41470 Vehicle Salary Sacrifice	(85,000)	(85,000)
Income Total	(85,000)	(85,000)
Operating Total	106,347	111,598
Capital		
Expenditure		
41450 Fleet Replacement	400,577	305,500
Expenditure Total	400,577	305,500
Capital Total	400,577	305,500
414 Fleet Management Total	506,924	417,098

Program 4.15 Accounts Payable**Service Description:**

Payment of invoices in an efficient and timely manner.

- Maintenance of secure payment systems and processes.
- Payment of invoices in accordance with Council's payment terms (within 30 days).
- All payments to be made via EFT or Direct Credit.

Account	Budget 2016-17	Budget 2017-18
415 Accounts Payable		
Operating		
Expenditure		
41500 Indoor Salaries	50,326	48,708
41502 Contracts and Materials	200	200
Expenditure Total	50,526	48,908
Operating Total	50,526	48,908
415 Accounts Payable Total	50,526	48,908

Program 4.16 Accounts Receivable**Service Description:**

Receival of payments from debtors in an efficient and timely manner.

- Monthly invoicing of accounts.
- Ensure Council's Outstanding Debtor Policy is adhered too.
- Regular reports to management on outstanding debtors.

Account	Budget 2016-17	Budget 2017-18
416 Accounts Receivable		
Operating		
Expenditure		
41600 Indoor Salaries	19,356	22,847
Expenditure Total	19,356	22,847
Operating Total	19,356	22,847
416 Accounts Receivable Total	19,356	22,847

7 Strategic Resource Plan and Financial Performance Indicators

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

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.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2017/18 to 2020/21 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 breakeven operating result within five to six years
- Maintain a capital expenditure program of at least \$4 million per annum
- 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.

SRP Objectives

The 2017/18 SRP is intended to achieve the following objectives in the four-year timeframe:

- Maintain the existing range and level of service provision;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;
- Continue to pursue recurrent grant funding for strategic capital funds from the state and federal government;
- Ensure critical renewal is funded annually over the timeframe of the SRP.

Financial Resources

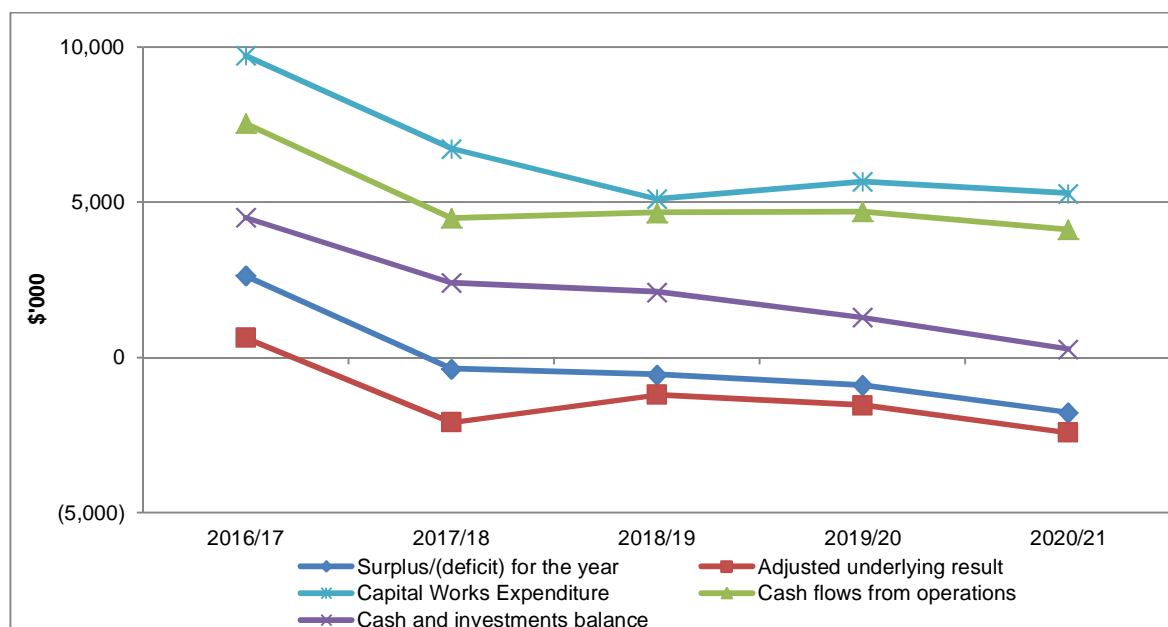
The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend +/-
	Actual		Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	
Surplus/(deficit) for the year	2,529	(492)	(510)	(845)	(1,717)	-
Adjusted underlying result	522	(2,227)	(1,160)	(1,495)	(2,367)	-
Cash and investments balance	4,518	2,408	2,162	1,387	420	-
Cash flows from operations	7,547	4,493	4,716	4,748	4,168	-
Capital works expenditure	9,734	6,732	5,112	5,673	5,285	-

Key to Forecast Trend:

- + Forecast improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast deterioration in Council's financial performance/financial position indicator

The following graph charts these general financial indicators over the four year period.



8 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	Budget	Strategic Resource Plan Projections			Trend
			Actual 2016/17	2017/18	2018/19	2019/20	2020/21	+o/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2.7%	-14.2%	-6.7%	-8.4%	-13.3%	-
Liquidity								
Working Capital	Current assets / current liabilities	2	231.2%	144.3%	138.0%	106.4%	66.6%	-
Unrestricted cash	Unrestricted cash / current liabilities		180.9%	98.0%	86.4%	54.7%	16.0%	-
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	3	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		1.5%	1.4%	1.4%	1.4%	1.3%	o
Asset renewal	Asset renewal expenditure / depreciation	4	81.5%	87.7%	76.0%	86.9%	74.9%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	41.4%	53.0%	48.7%	48.5%	48.5%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		65.0%	67.0%	68.0%	69.0%	70.0%	+

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend
			Actual 2016/17	2017/18	Projections 2018/19	2019/20	2020/21	+/-
Efficiency								
Expenditure level	Total expenditure / No. of property assessments		\$3,647	\$3,466	\$3,581	\$3,714	\$3,943	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$629	\$654	\$666	\$679	\$693	o
Workforce turnover	No. of permanent staff resignations & terminations / average No. of permanent staff for the financial year		11.0%	5.0%	5.0%	5.0%	5.0%	o

Key to Forecast Trend:

- + Forecast improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast deterioration in Council's financial performance/financial position indicator

9 Non-Financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2017/18 year is shown below and further detail is included in the Human Resources Statement in Appendix A.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17	2017/18	2018/19	2019/20	2020/21
(\$'000)					
Employee costs - operating	6,541	6,842	6,839	7,010	7,185
Employee costs - capital	1,003	936	910	929	957
	<u>7,544</u>	<u>7,778</u>	<u>7,749</u>	<u>7,939</u>	<u>8,142</u>
Employee numbers (EFT)	87	89	88	88	88

Info Graphic to be included in final budget document

10 Rating Strategy

A rating strategy is one element in the overall development of Council's revenue and pricing policies. It is a strategic process that a council undertakes in order to make appropriate decisions about the rating system it applies. A rating strategy is specifically concerned with how the rates burden will be spread amongst ratepayers, taking the amount of revenue to be collected as a given.

The rating system includes all the rateable properties within the Shire of Hindmarsh and the various rating instruments that may be used in conjunction with property values to determine how much each ratepayer pays. Rating instruments include the rates, property based charges and discounts that councils may use.

Hindmarsh Shire Council's rating strategy aims to ensure consistency and equity in the levying of rates and charges. The strategy provides for differential rates to be levied on the capital improved values of all rateable land to reflect the differing use of the land.

The strategy is reviewed following the return of each biennial general valuation for the purpose of making any adjustments considered necessary.

10.1 Valuations

A revaluation is completed in each of Victoria's 79 municipalities every two years. Valuations are conducted under the provisions of the *Valuation of Land Act (1960)* and ensure equity in property-based council rates, land tax assessments and the fire services property levy. Hindmarsh Shire Council has transferred its revaluation responsibility to the State Government Valuer-General.

Valuations are carried out using *Valuation Best Practice Principles* as set down by the Valuer-General. Data on every property is recorded and used by the appointed valuer, along with sales, rentals and other information to determine the valuations.

A general valuation (revaluation) establishes the value of a property relative to all other properties, that is, its market relativity. The 2016 revaluation was undertaken based on property values at 1 January 2016.

The revaluation does not in itself raise the total rate income for Council, as the rates are distributed based on the property value of all properties across the municipality. As a result of the revaluation, some property owners may pay more in rates and others less, depending on their new property valuation, relative to others. The next revaluation will be completed in 2018.

Definitions of valuations

Hindmarsh Shire Council uses the capital improved method of valuation (CIV), which is the market value of a property including land, buildings and improvements. CIV has the following long-term advantages relative to other valuation bases:

CIV advantages:

- flexibility to apply an unlimited range of strategic differentials;
- does not prejudice the industrial, commercial and retail sectors in terms of the rate burden; and
- is easier for people to understand.

The other valuation bases the valuer is required to return are:

- Site value (SV) which is the market value of land excluding improvements; and
- Net annual value (NAV) which represents the reasonable annual rental of a property, minus specified outgoings. In most cases this is five percent of the CIV.

Supplementary valuations

Supplementary valuations are made during the financial year when a significant change to the valuation occurs.

The most common causes for supplementary valuations are:

- construction of a new dwelling or building;
- subdivision of a property; or
- consolidation of properties.

Hindmarsh Shire Council presently undertakes this task on a half yearly basis.

As a result of a supplementary valuation, a rates notice is issued to reflect any change in rates.

10.2 Legislative Basis for Rates and Charges

Hindmarsh Shire Council levies differential rates, annual service charges and a municipal charge, to raise its annual rates and charges revenue. The legislative basis for these rates and charges is expressed in Sections 155 to 161 of the Local Government Act.

The Local Government Act requires Council to ensure that rates are imposed equitably and makes provision that a council may raise rates by the use of a number of rates if it considers these will contribute to the equitable and efficient carrying out of its functions.

Equity

Equity refers to fairness in the manner in which the rates burden is distributed between rateable properties. Equity is promoted by accurate property valuations, the consistent treatment of like properties and in the treatment of properties in different circumstances. In the case of property taxation it may be considered equitable for one type of property to have to bear more or less of the rates burden than another type of property.

Efficiency

Efficiency relates to the cost of administering the rates system including the issuing of assessments, collection of rates, informing ratepayers, and enforcement

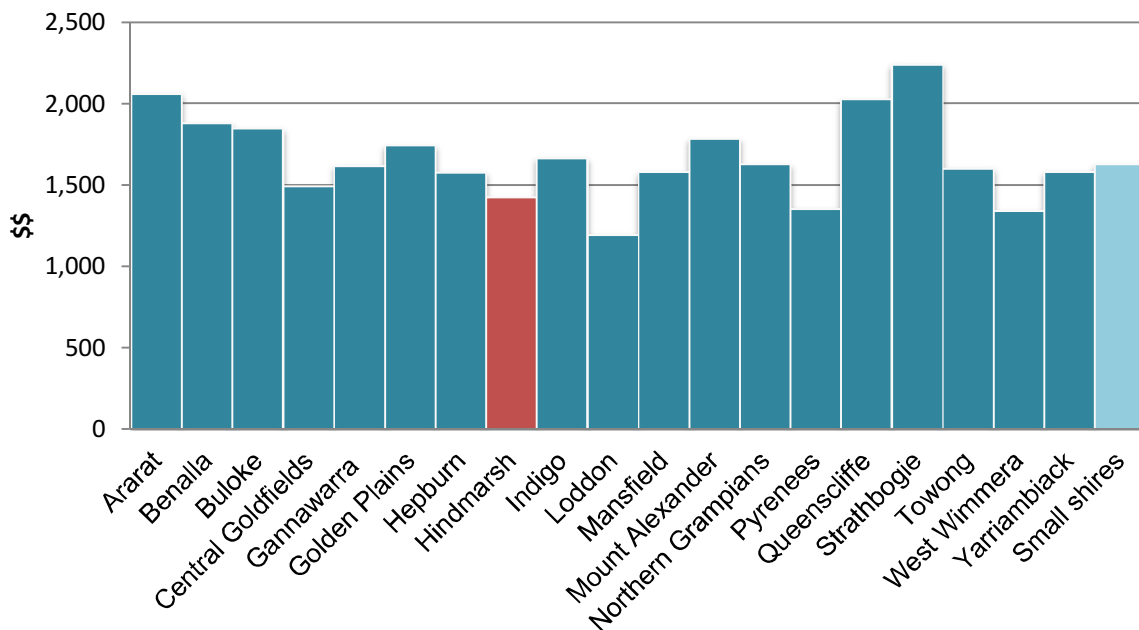
and debt recovery. It also includes the maximisation of additional rates income through supplementary valuations by ensuring the timeliness and accuracy of amended rate notices.

10.3 Assessment of Current Rating Levels

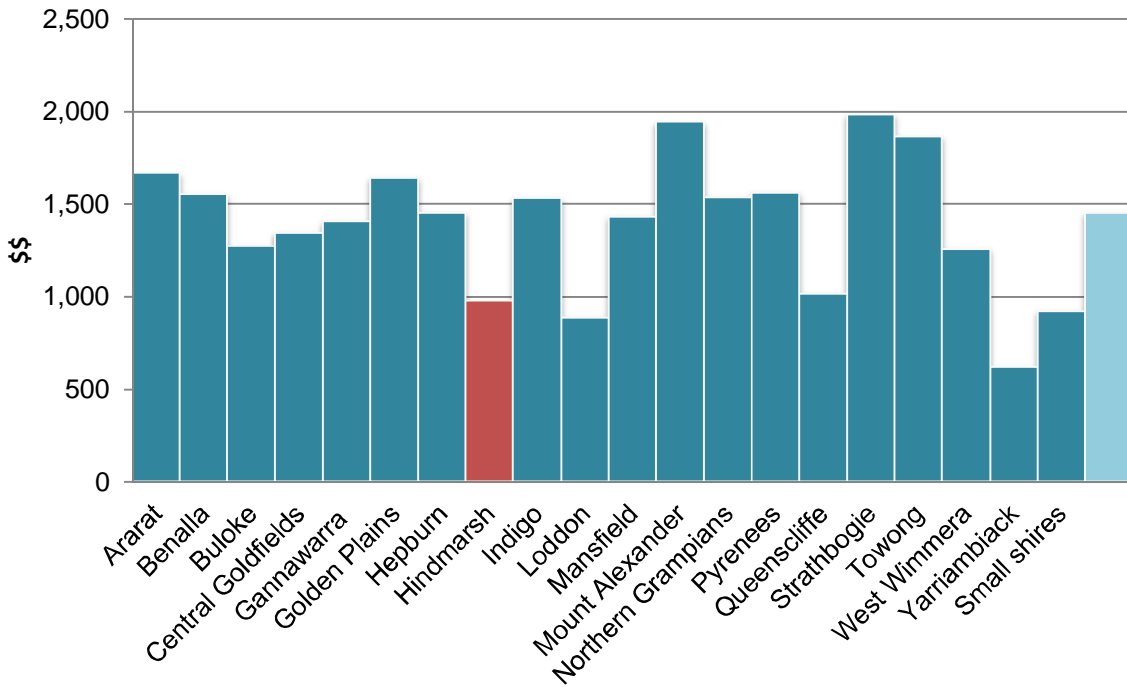
Comparing the relativity of rating levels between Councils can be a difficult exercise due to debate over the most appropriate methods to use and the inability to take into account the intricacies of rating structures in different councils. Each local government sets rates based on an assessment of the desires, wants and needs of its community and as each community is different, direct comparisons can be difficult. For example, cash holdings of municipalities vary and councils have significantly different infrastructure needs and geographic sizes. Each municipality also has significantly different levels of capital works, funding structures for capital works and varying debt levels.

On a rates per assessment basis, Council was well within the average for the group of small rural councils in the 2015/16 financial year.

Median Rates per assessment - all

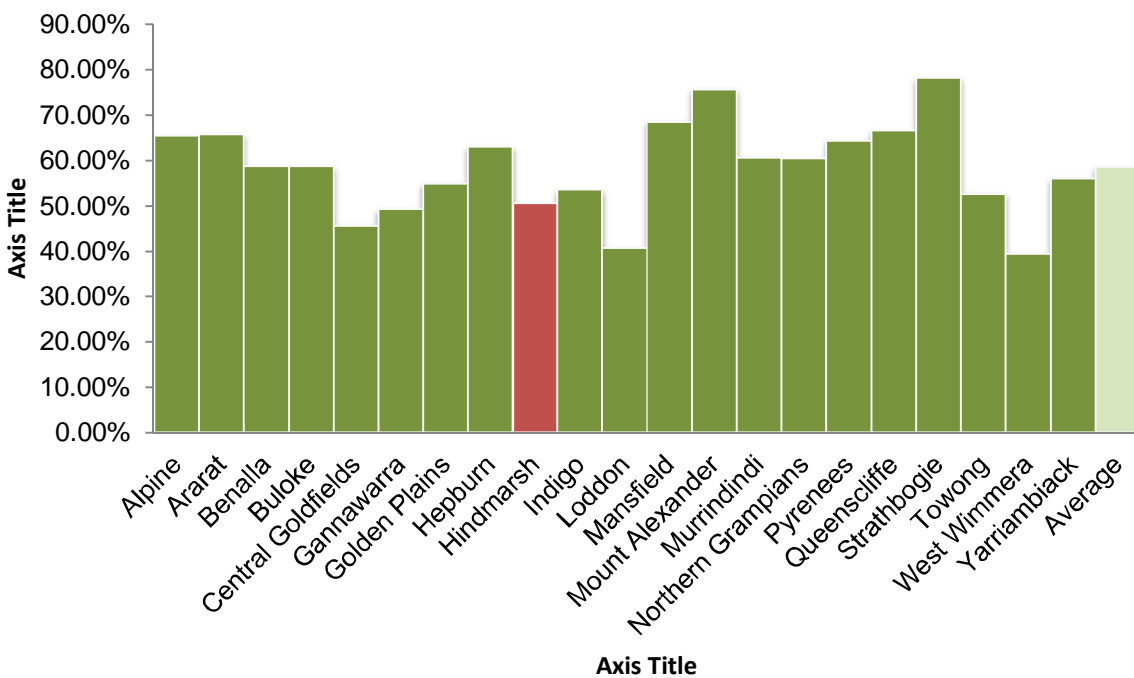


Median Rates per assesment - residential



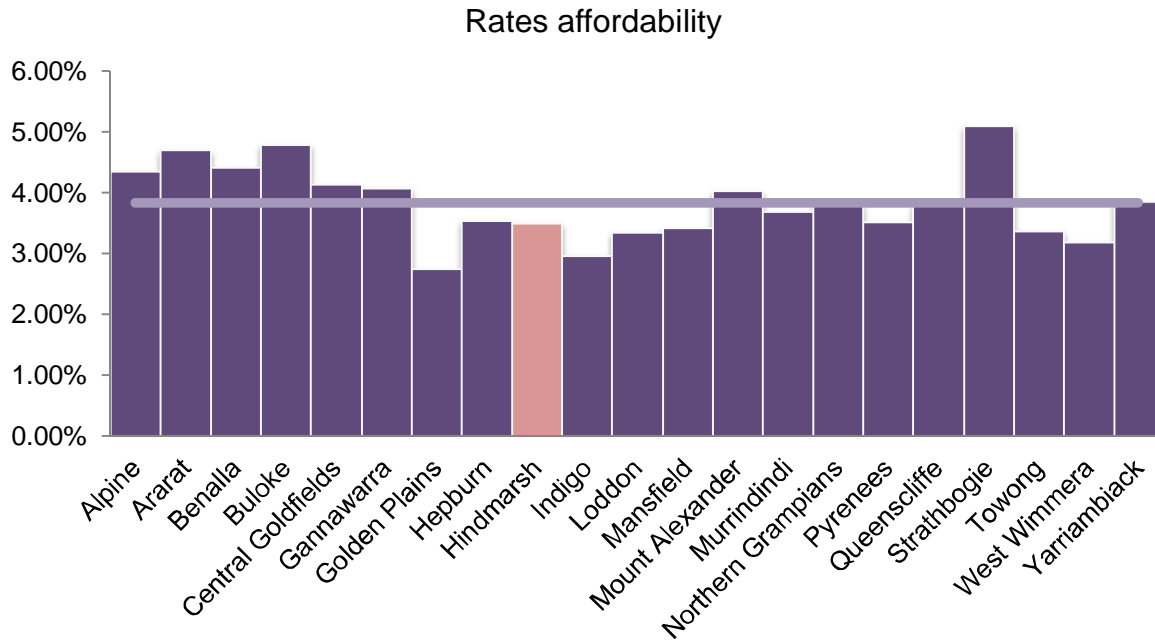
The graph below, showing that Council is at the lower end of its peer group in terms of rates as a percentage of overall revenue, is an indication of the focus Council places on raising revenue from sources other than rate payers, such as grant revenue. (Sourced from KnowYourCouncil, 2015/2016 Annual Report data.)

Rates and charges as % of adjusted underlying revenue



10.4 Rates Affordability

Australian Taxation Office (ATO) income data for wage and salary earners (PAYE) combined with the Australian Bureau of Statistics' (ABS) SEIFA index (a set of social and economic indices based on census data which reflect the level of social and economic wellbeing in a local government area) can be used to give some indication of rates affordability.



10.5 Rating Principles

Council's rating principles establish a framework by which rates and charges will be shared by the community. In developing a long-term financial plan, rates and charges are an important source of revenue. The rating system determines how Hindmarsh Shire Council will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property.

10.6 Rating System

Rates and charges are a significant component of Council's revenue, comprising 47% of revenue. Two factors influence the amount of rates levied to each rateable property:

1. The amount by which Council proposes to increase the total amount generated in rates (i.e. 4.0%); and
2. The differential rates applied by Council.

Rate Increase:

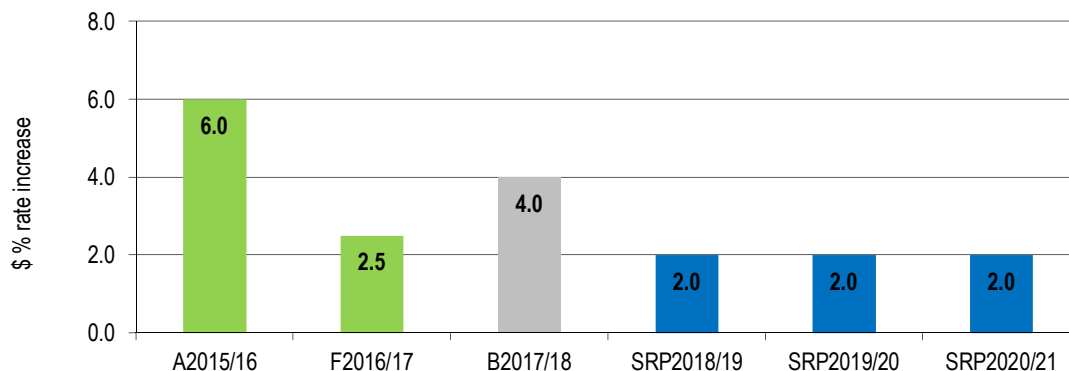
The State Government has introduced Rate Capping which sets out the maximum amount councils may increase rates in a year. For 2017/18 the rates cap has been set at 2.0%. The cap is applied to both general and municipal charges and is

calculated on the basis of Council's average rates and charges. Hindmarsh Shire Council has submitted an application to the Essential Services Commission for a variation to this rate cap for the 2017/18 year of 2%. A successful application would allow Hindmarsh Shire Council to increase general rates and municipal charges by 4% for the 2017/18 year.

It is proposed that the kerbside waste/recycling collection charge increase by 2.0%; raising total rates and charges of \$8.32 million. These rates and charges will go toward maintaining service levels and delivering on capital works programs.

Hindmarsh Shire Council is responsible for community infrastructure worth more than \$125 million. If this infrastructure is not adequately maintained, replacement costs will be much higher. When assets deteriorate faster than councils can fund their maintenance and renewal there is an infrastructure renewal gap. Managing the renewal of our assets is a significant financial challenge, particularly in an environment where our costs are increasing at a greater rate than our revenue.

The graph on the following page shows Council's rate increases for the last two years, our draft budget for 2017/18 and those detailed in our Strategic Resource Plan out to year 2020/21.



Due to Council's demographically limited capacity to raise revenue other than rates, this significant reduction of one of its major revenue lines will have an ongoing negative impact on the ability to provide services and activities.

Council does receive significant assistance from State and Federal Governments, including Victorian Grants Commission funding of \$2.09m and Roads to Recovery funding of \$1.50m in 2017/18. A key priority for Council is to advocate for the continuation of these grants into the future. Victorian Grants Commission funding is significantly lower for 2017/18 due to receiving an early payment \$2.09m in 2016/17.

Background to the Present Rating System

The rating strategy considers existing rating structures and trends. To this aim, the following table summarises the budgeted rates in the dollar levied in the 2016/17 year including a comparison with 2017/18:

Type or class of land		2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
Residential	Cents/\$ CIV	0.56412	0.58634	3.9%
Farm Land	Cents/\$ CIV	0.50771	0.52771	3.9%
Business, Industrial & Commercial Land	Cents/\$ CIV	0.50771	0.52771	3.9%
Recreational and Cultural Land	Cents/\$ CIV	0.28206	0.29317	3.9%
Urban Vacant Land	Cents/\$ CIV	1.12824	1.17268	3.9%
Municipal charge	\$/ property	\$190	\$197	3.7%
Kerbside waste / recycling collection charge	\$/ property	\$323	\$329	1.9%

The following table summarises the budgeted individual (annualised) rates levied in 2016/17 and compares them to the 2017/18 rates.

Type or class of land	2016/17 \$	2017/18 \$	Change
Residential Land	1,597,646	1,667,822	4.2%
Farm Land	4,516,027	4,722,463	4.4%
Business, Industrial & Commercial Land	264,320	274,917	3.9%
Recreational and Cultural Land	5,947	6,181	3.8%
Urban Vacant Land	45,664	41,382	-10.3%
Total amount to be raised by general rates	6,429,604	6,712,767	4.2%

The final table outlines the budgeted total rates and charges for 2016/17 and 2017/18:

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
General rates	6,429,606	6,712,767	4.2%
Municipal	711,740	734,810	3.1%
Kerbside waste / recycling collection charge	857,565	874,716	2.0%
Total Rates and Charges Revenue	7,998,911	8,322,293	3.9%

Differential Rates

The second element affecting rates are the differential rates applied by Council. In the 2017/18 financial year Council proposes to maintain the differentials established in the 2012/13 financial year.

In 2012/13, Council adopted a Rating Strategy designed to be implemented over two years to minimise the effects on individual properties. The Rating Strategy consisted of the following components:

Year 2016/17	Year 2017/18
A permanent rates discount of 10% for farms and businesses	A permanent rates discount of 10% for farms and businesses
A permanent rates discount of 50% for recreational and cultural properties.	A permanent rates discount of 50% for recreational and cultural properties.
A permanent rates penalty of 100% for urban vacant land in Nhill, Dimboola, Jeparit and Rainbow.	A permanent rates penalty of 100% for urban vacant land in Nhill, Dimboola, Jeparit and Rainbow.
The municipal charge to be set at \$190.	The municipal charge to be set at \$197.

Note: The term 'rates discount' in relation to farms and businesses means the difference between the rate in the dollar applied to farms and businesses, and the rate in the dollar applied to residential properties. Similarly, the term 'rates penalty' means the difference between the rate in the dollar applied to urban vacant land and the rate in the dollar applied to residential properties. The rate in the dollar is the figure that is multiplied by a property's capital improved valuation to calculate the rates. Detailed information on the rates in the dollar is provided in Appendix B of the Budget.

The differential rates were created to achieve equity in the rating structure and to achieve certain Council objectives. The farm rate was proposed to encourage farming and to provide moderate rate relief to farmers whose property values have remained high despite dramatic falls in farm incomes over a sustained period of time. The business rate was introduced as a small measure to encourage economic development in the shire. The recreational and cultural land rate has been in existence for some years and Council has maintained it at 50% of the residential rate. It is applied to land that is used primarily for recreational and cultural purposes by not-for-profit organisations. The urban vacant land rate for the four towns is designed to encourage the development of vacant land.

The budgeted total rates income for 2017/18 will increase by 4% compared to actual income received in 2016/17. Council receives additional income during the year from supplementary valuations, which include building works, new homes, sheds, swimming pools etc.. Previous tables show a comparison of budgeted rates and charges only.

Municipal Charge

A Municipal Charge is a fixed charge per property or assessment regardless of the valuation of that property. It operates in combination with the general rates based on Capital Improved Value.

Council has proposed to increase the municipal charge from \$190 in 2016/17 to \$197 in 2017/18. The municipal charge is designed to recoup some of the administrative costs of Council, and to ensure that lower valued properties pay a fair amount of rates. Council believes that the \$197 municipal charge achieves these objectives.

The budgeted municipal charge for 2017/18 is \$734,810 which is set at 10% of the total revenue from rates and municipal charges. The maximum revenue allowable for the municipal charge is 20% of total revenue from rates and

municipal charges, Section 159 of the Local Government Act. The municipal charge ensures all properties pay an equitable contribution towards Hindmarsh Shire Council's unavoidable fixed costs.

Kerbside waste / recycling collection

Council is empowered under Section 162(1) (b) of the Local Government Act (1989) to levy a service charge for the collection and disposal of refuse.

The purpose of this charge is to meet the costs of waste disposal and recycling activities throughout the Hindmarsh Shire area, including development and rehabilitation of landfill sites and the operating costs of transfer stations.

The kerbside waste/ recycling collection charge has been increased by 1.9% or \$6 to \$329 (\$164.50 for the Optional Garbage Charge) to cover increased costs of service provision. Unfortunately, Council's garbage costs are impacted significantly by the State Government's landfill levies. The best way to keep these costs to a minimum is for the community to recycle and compost as much waste as possible.

Council budgets to receive \$874,716 for kerbside waste/ recycling collection services in 2017/18 to support recurrent operating expenditure.

Pensioner Concessions

The current pensioner concession for 2016/17 is \$218.30. The concession is funded by the State Government and is increased annually by the CPI; however, the 2017/18 increase has not been confirmed at this stage. The Municipal Association of Victoria has requested the State Government to increase the concession amount significantly because it now only represents a fraction of the original concession amount introduced many years ago.

11 Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report.

In the interest of clarity and conciseness this information has not been included in the main body of the budget report.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Financial Statements
B	Rates and charges
C	Capital works program
D	Fees and charges schedule
E	Abbreviations and Glossary

The following Financial Statements project expenditure based on Council's long term service, asset and financial planning. The deficits projected for the years 2017/18 onwards are a reflection of the introduction of rates capping combined with a reduction in state and federal government funding.

Council's medium to long term planning has been based on maintenance of service levels and a continued effort to keep up with the need for renewal of our ageing infrastructure. While the financial statements paint a realistic picture of our service and infrastructure needs, they also reflect that the current financial environment will not allow us to meet these needs into the medium to distant future without additional revenue and funding sources.

If such additional income does not become available, service levels will have to be reviewed to maintain a financially sustainable future.

Council has made an application to the Essential Services Commission for a special Order to increase the average rate cap for the financial year under section 185E of the Local Government Act and is waiting for the outcome of the application.

Council has proposed a higher cap of 4% for the 2017/18 financial year, 2% above the average rate cap set by the Minister for Local Government in December 2016. The financial information and following Financial Statements are based on the higher cap of 4%.

The 2% increase above the average rate cap set by the Minister for Local Government will provide additional income of approximately \$144,000 in Council's 2017/18 Annual Budget. This additional income will allow for the resheeting of Hazeldene Road, Jeparit, costed at \$150,000.

Should Council be unsuccessful in the application to increase the average rate cap, the financial statements will be amended accordingly prior to the adoption of the 2017/18 budget.

Appendix A - Financial Statements

Comprehensive Income Statement

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
Income					
Rates and charges	8,016	8,322	8,459	8,598	8,739
Statutory fees and fines	136	139	140	142	144
User fees	783	817	829	842	854
Grants - Operating	7,030	2,973	5,185	5,312	5,443
Grants - Capital	3,650	3,119	1,259	1,259	1,259
Contributions - monetary	11	5	6	6	6
Contributions - non-monetary	0	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	110	128	150	150	150
Fair value adjustments for investment property	0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	0	0	0	0
Other income	1,641	1,915	1,984	2,060	2,092
Total income	21,377	17,418	18,012	18,369	18,687
Expenses					
Employee costs	6,541	6,842	6,839	7,010	7,185
Materials and services	4,997	4,158	4,267	4,422	4,582
Bad and doubtful debts	0	0	13	13	13
Depreciation and amortisation	5,387	5,034	5,483	5,729	5,962
Borrowing costs	0	0	0	0	0
Other expenses	1,923	1,876	1,922	2,040	2,662
Total expenses	18,848	17,910	18,522	19,214	20,404
Surplus/(deficit) for the year	2,528	(492)	(510)	(845)	(1,717)
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0
Total comprehensive result	2,528	(492)	(510)	(845)	(1,717)

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	7,991	8,442	8,381	8,583	8,722
Statutory fees and fines	116	138	139	142	144
User fees	789	816	822	840	853
Grants - operating	7,029	2,973	5,137	5,303	5,432
Grants - capital	3,651	3,119	1,247	1,257	1,257
Interest received	121	120	121	122	124
Contributions – monetary	11	6	6	6	6
Trust funds and deposits taken	0	0	0	0	0
Other receipts	1,585	1,795	1,845	1,935	1,964
Net GST refund / payment	0	0	0	0	0
Employee costs	(6,510)	(6,882)	(6,814)	(6,993)	(7,138)
Materials and services	(5,314)	(4,231)	(4,252)	(4,411)	(4,552)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(1,922)	(1,803)	(1,916)	(2,036)	(2,644)
Net cash provided by/(used in) operating activities	7,547	4,493	4,716	4,748	4,168
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(9,734)	(6,732)	(5,112)	(5,673)	(5,285)
Proceeds from sale of property, infrastructure, plant and equipment	110	129	150	150	150
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Net cash provided by/ (used in) investing activities	(9,624)	(6,604)	(4,962)	(5,523)	(5,135)
Cash flows from financing activities					
Finance costs	0	0	0	0	0
Net cash provided by / (used in) financing activities	0	0	0	0	0
Net increase / (decrease) in cash & cash equivalents	(2,077)	(2,110)	(246)	(775)	(967)
Cash and cash equivalents at the beginning of the financial year	6,595	4,518	2,408	2,162	1,387
Cash and cash equivalents at the end of the financial year	4,518	2,408	2,162	1,387	420

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	4,518	2,408	2,162	1,387	420
Trade and other receivables	1,044	924	1,076	1,094	1,116
Other financial assets	0	0	0	0	0
Inventories	214	214	214	214	214
Non-current assets classified as held for sale	0	0	0	0	0
Other assets	0	0	0	0	0
Total current assets	5,776	3,546	3,453	2,695	1,750
Non-current assets					
Trade and other receivables	432	432	432	432	432
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	116,314	118,012	117,641	117,585	116,908
Investment property	0	0	0	0	0
Intangible assets	0	0	0	0	0
Total non-current assets	116,746	118,444	118,073	118,017	117,340
Total assets	122,522	121,990	121,526	120,713	119,090
Liabilities					
Current liabilities					
Trade and other payables	760	760	806	837	932
Trust funds and deposits	18	17	17	17	17
Provisions	1,720	1,680	1,680	1,680	1,680
Interest-bearing loans and borrowings	0	0	0	0	0
Total current liabilities	2,498	2,457	2,503	2,534	2,629
Non-current liabilities					
Provisions	157	157	157	157	157
Interest-bearing loans and borrowings	0	0	0	0	0
Total non-current liabilities	157	157	157	157	157
Total liabilities	2,665	2,614	2,660	2,691	2,786
Net assets	119,867	119,376	118,866	118,021	116,304
Equity					
Accumulated surplus	61,317	60,826	60,316	59,471	57,754
Reserves	58,550	58,550	58,550	58,550	58,550
Total equity	119,867	119,376	118,866	118,773	116,304

**Statement of Changes in Equity
For the four years ending 30 June 2021**

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	119,867	61,317	58,550	-
Surplus/(deficit) for the year	(492)	(491)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	119,376	60,826	58,550	-
2019				
Balance at beginning of the financial year	119,376	60,826	58,550	-
Surplus/(deficit) for the year	(510)	(510)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	118,866	60,316	58,550	-
2020				
Balance at beginning of the financial year	118,866	60,316	58,550	-
Surplus/(deficit) for the year	(845)	(845)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	118,773	59,471	58,550	-
2021				
Balance at beginning of the financial year	118,021	59,471	58,550	-
Surplus/(deficit) for the year	(1,717)	(1,717)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	116,304	57,754	58,550	-

Statement of Capital Works
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
Property					
Land	50	0	0	0	0
Land improvements	0	0	0	0	0
Total land	50	0	0	0	0
Buildings	3,350	1,615	559	573	587
Heritage buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Total buildings	3,350	1,615	559	573	587
Total property	3,400	1,615	559	573	587
Plant and equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	792	885	876	857	858
Fixtures, fittings and furniture	125	0	0	0	0
Computers and telecommunications	0	0	40	40	40
Total plant and equipment	917	885	916	897	898
Infrastructure					
Roads	3,371	3,237	2,917	2,846	2,827
Bridges	502	325	0	0	0
Footpaths and cycle ways	226	155	152	194	283
Drainage	331	147	101	110	160
Recreational, leisure and community facilities	0	0	200	773	200
Parks, open space and streetscapes	0	0	0	0	0
Aerodromes	0	0	0	0	0
Off street car parks	0	0	17	0	0
Other infrastructure	987	753	250	280	330
Total infrastructure	5,417	4,232	3,637	4,203	3,800
Total capital works expenditure	9,734	6,732	5,112	5,673	5,285
Represented by:					
New asset expenditure	3,155	377	200	230	317
Asset renewal expenditure	4,390	4,415	4,166	4,978	4,460
Asset expansion expenditure	71	0	0	0	0
Asset upgrade expenditure	2,118	1,940	746	465	509
Total capital works expenditure	9,734	6,732	5,112	5,673	5,285

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	6,540	6,842	6,839	7,010	7,185
Employee costs - capital	1,003	936	910	929	957
Total staff expenditure	7,543	7,778	7,749	7,939	8,142
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	87	89	88	88	88
Total staff numbers	87	89	88	88	88

Appendix B - Rates and charges

This appendix presents information which the Act and the Regulations require to be disclosed in Council's annual budget.

1. Rates and charges

1.1 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 budget

Type or class of land	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
Residential Land	0.56412	0.58634	3.9%
Farm Land	0.50771	0.52771	3.9%
Business, Industrial & Commercial Land	0.50771	0.52771	3.9%
Recreational and Cultural Land	0.28206	0.29317	3.9%
Urban Vacant Land	1.12824	1.17268	3.9%

1.2 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 budget

Type or class of land	2016/17 \$	2017/18 \$	Change
Residential	1,597,646	1,667,822	4.2%
Farm Land	4,516,027	4,722,463	4.4%
Business, Industrial & Commercial Land	264,320	274,917	3.9%
Recreational and Cultural Land	5,947	6,181	3.8%
Urban Vacant Land	45,664	41,382	-10.3%
Total amount to be raised by general rates	6,429,604	6,712,767	4.2%

1.3 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 budget

Type or class of land	2016/17 \$	2017/18 \$	Change
Residential Land	2,532	2,551	0.7%
Farm Land	2,052	2,079	1.3%
Business, Industrial & Commercial Land	340	346	1.7%
Recreational and Cultural Land	14	14	0.0%
Urban Vacant Land	167	178	6.2%
Total number of assessments	5,105	5,168	1.2%

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

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

Type or class of land	2016/17	2017/18	Change
	\$	\$	
Residential Land	283,210,600	284,445,400	0.4%
Farm Land	889,493,500	894,901,500	0.6%
Business, Industrial & Commercial Land	52,061,600	52,096,600	0.1%
Recreational and Cultural Land	2,108,500	2,108,500	0%
Urban Vacant Land	4,047,400	3,528,900	-14.7%
Total value of land	1,230,921,600	1,237,080,900	0.5%

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

Type of Charge	Per Rateable Property 2016/17	Per Rateable Property 2017/18	Change
	\$	\$	
Municipal	190	197	3.7%

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

Type of Charge	2016/17	2017/18	Change
	\$	\$	
Municipal	711,740	734,810	3.1%

1.8 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 budget

Type of Charge	Per Rateable Property 2016/17	Per Rateable Property 2017/18	Change
	\$	\$	
Kerbside waste / recycling collection charge	323	329	1.9%

1.9 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 budget

Type of Charge	2016/17	2017/18	Change
	\$	\$	
Kerbside waste / recycling collection charge	857,565	874,716	2.0%

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

Type of Charge	2016/17 \$	2017/18 \$	Change
Rates and charges	6,429,606	6,712,767	4.2%
Municipal charge	711,740	734,810	3.1%
Kerbside collection and recycling	857,565	874,716	2.0%
Rates and charges	7,998,911	8,322,293	3.9%

1.11 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 (2016/17: estimated \$17,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa.
- Changes in use of land such that residential land becomes business land and vice versa.

2. Differential rates

2.1 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 0.58634% (0.58634 cents in the dollar of CIV) for all rateable residential properties.
- A general rate of 0.52771% (0.52771 cents in the dollar of CIV) for all rateable farming properties.
- A general rate of 0.52771% (0.52771 cents in the dollar of CIV) for all rateable business, industrial and commercial properties.
- A general rate of 0.29317% (0.29317 cents in the dollar of CIV) for all rateable recreational and cultural properties.
- A general rate of 1.17268% (1.17268 cents in the dollar of CIV) for all rateable urban vacant land.

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

Council believes 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 in the following pages.

2.2 Residential land

Residential land is any land, which is:

- Any land which is occupied primarily for residential purposes, or
- Any non-farm vacant land which is not situated in the townships of Nhill, Dimboola, Jeparit or Rainbow and not zoned business, industrial or commercial under the Hindmarsh 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
- 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 where it is 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 situated in the townships of Nhill, Dimboola, Jeparit or Rainbow and not zoned farming, business, commercial or industrial under the Hindmarsh Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the Hindmarsh Planning Scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2015/16 financial year.

2.3 Farm land

Farm land is any land, which:

- is not less than 40 hectares in area; and
- is used primarily for grazing, dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and

- is used by a business
 - That has a significant and substantial commercial purpose or character, and
 - That seeks to make a profit on a continuous or repetitive basis from its activities on the land, and
 - That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Any land which

- is not less than 2 hectares in area and not more than 40 hectares in area; and
- is intensively farmed; and
- is used by a business
 - That has a significant and substantial commercial purpose or character, and
 - That seeks to make a profit on a continuous or repetitive basis from its activities on the land, and
 - That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

The objective of this differential rate is to encourage farming and 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
- 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 where it is 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 classification of land which is improved will be determined by the occupation of that land, and have reference to the Hindmarsh Planning Scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2015/16 financial year.

2.4 Business, Industrial and Commercial land

Business, industrial and commercial land is any land which is:

- Any land which is occupied primarily for business, industrial or commercial (including extractive industry) purposes, or
- Any vacant land which is zoned business, industrial or commercial under the Hindmarsh Planning Scheme.

The objective of this differential rate is to encourage commerce and industry and 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
- 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 it is 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 business, industrial and commercial land. The vacant land affected by this rate is that which is zoned business, commercial or industrial under the Hindmarsh Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the Hindmarsh Planning Scheme zoning.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2015/16 financial year.

2.5 Recreational and cultural land

Recreational and cultural land is any land, which is:

- Primarily used for recreational and cultural purposes under the Recreation and Cultural Land Act 1963.

The objective of this differential rate is to encourage recreational and cultural activity and 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
- 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 where it is 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 classification of land which is improved will be determined by the occupation of that land, and have reference to the Hindmarsh Planning Scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2015/16 financial year.

2.6 Urban vacant land

Urban vacant land is any land, which is:

- Is not occupied primarily for residential, commercial, business or industrial (including extractive industry) purposes, and
- Does not have the characteristics of farm land or recreation and cultural land; and
- Is located within the townships of Nhill, Dimboola, Jeparit and Rainbow.

The objective of this differential rate is to encourage the development of urban vacant land and 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
- 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 where it is 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 urban vacant land. The vacant land affected by this rate is that which is zoned residential under the Hindmarsh Planning Scheme and located in the townships of Nhill, Dimboola, Jeparit and Rainbow.

Fair Go Rates Compliance

Hindmarsh Shire Council is fully compliant with the State Governments Fair Go Rates System.

Base Average Rates (2016/17)	\$1,444.04
Maximum Rate Increase (Pending ESC Application Approval)	4.0%
Capped Average Rate (2017/18)	\$1,501.80
Maximum General Rates and Municipal Charges Revenue	\$7,449,815
Budgeted General Rates and Municipal Charges	\$7,447,577

Appendix C - Capital Works

Capital Works Program for Year End 30 June 2018

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Buildings									
Dimboola Civic Precinct	1,600	0	0	1,600	0	1,400	0	200	0
Rear Verandah Nhill Office	15	0	0	15	0	0	0	15	0
Total Buildings	1,615	0	0	1,615	0	1,400	0	215	0
Building Improvements									
Total Building Improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	0	0	0	0	0	0	0	0	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicles and plant	735	0	735	0	0	0	0	735	0
Nhill Depot Emoleum Tank	100	0	100	0	0	0	0	100	0
Total Plant, Machinery and Equipment	835	0	835	0	0	0	0	835	0
Fixtures, Fittings and Furniture									
Other fixtures and fittings	0	0	0	0	0	0	0	0	0
Total Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Computers & Telecommunication									
Information Technnology: Servers	9	9	0	0	0	0	0	9	0
Information Technology: Workstations	21	0	21	0	0	0	0	21	0
Information Technology: Storage Area Network	20	0	20	0	0	0	0	20	0
Total Computers & Telecommunication	50	9	41	0	0	0	0	50	0
TOTAL PLANT AND EQUIPMENT	885	9	876	0	0	0	0	885	0
INFRASTRUCTURE									
Roads									
Local Roads: Lorquon East Road, Lorquon: Sealed Pavement Construction	727	0	727	0	0	660	0	67	0
Local Roads: Langford Street, Nhill: Sealed Pavement Construction	112	0	112	0	0	100	0	12	0
Local Roads: Netherby Baker Road, Netherby: Sealed Pavement Construction	176	0	176	0	0	100	0	76	0
Local Roads: Final Seals: Sealed Pavement Reseal	46	0	46	0	0	0	0	46	0
Local Roads: Albacutya Road, Rainbow: Sealed Pavement Reseal	62	0	62	0	0	0	0	62	0
Local Roads: Kinimakatka Road, Nhill: Sealed Pavement Reseal	70	0	70	0	0	70	0	0	0
Local Roads: MacPherson Street, Nhill: Sealed Pavement Reseal	41	0	41	0	0	0	0	41	0
Local Roads: Netherby Baker Road,	29	0	29	0	0	0	0	29	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Netherby: Sealed Pavement Reseal									
Local Roads: Nhill Murrayville Road, Yanac: Sealed Pavement Reseal	79	0	79	0	0	70	0	9	0
Local Roads: Park Street, Rainbow: Sealed Pavement Reseal	16	0	16	0	0	0	0	16	0
Local Roads: Tarranyurk East Road, Tarranyurk: Sealed Pavement Reseal	60	0	60	0	0	50	0	10	0
Local Roads: Winiam East Road, Nhill: Sealed Pavement Reseal	22	0	22	0	0	0	0	22	0
Local Roads: Rainbow Nhill Road, Rainbow: Sealed Pavement Reseal	55	0	55	0	0	0	0	55	0
Local Roads: Sands Avenue / John Street, Jeparit: Sealed Pavement Reseal	22	0	22	0	0	0	0	22	0
Local Roads: Anna Street, Dimboola: Sealed Pavement Reseal	13	0	13	0	0	0	0	13	0
Local Roads: Arkona-Katyil Road, Dimboola: Sealed Pavement Reseal	94	0	94	0	0	90	0	4	0
Local Roads: Gray, King & Queen Streets, Rainbow: Sealed Pavement Reseal	23	0	23	0	0	0	0	23	0
Local Roads: Yanac South Road, Broughton: Unsealed Roads Resheet	161	0	161	0	0	139	0	22	0
Local Roads: Halls Road, Nhill: Unsealed Roads Resheet	100	0	100	0	0	0	0	100	0
Local Roads: G Shultzs Road, Nhill: Unsealed Roads Resheet	60	0	60	0	0	0	0	60	0
Local Roads: Cemetery Road, Jeparit: Unsealed Roads Resheet	24	0	24	0	0	0	0	24	0
Local Roads: Liddle Lane, Dimboola: Unsealed Roads Resheet	30	0	30	0	0	0	0	30	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Local Roads: Albrecht Road, Gerang Gerung: Unsealed Roads Resheet	91	0	91	0	0	0	0	91	0
Local Roads: Katyil Wail Road, Jeparit: Unsealed Roads Resheet	79	0	79	0	0	0	0	79	0
Local Roads: Hazeldene Road, Jeparit (Rural): Unsealed Pavement Resheet	150	0	0	150	0	0	0	150	0
Local Roads: Woorak Ni Ni Lorquon Road, Nhill: Sealed Pavement Shoulder Resheet	57	0	57	0	0	0	0	57	0
Local Roads: Winiam East Road, Nhill: Sealed Pavement Shoulder Resheet	106	0	106	0	0	70	0	36	0
Local Roads: Winiam Road, Nhill: Sealed Pavement Shoulder Resheet	117	0	0	117	0	0	0	117	0
Local Roads: Safety Upgrades Rural Roads: Sealed Pavement Construction	75	0	0	75	0	0	0	75	0
Local Roads: Project Designs	50	0	0	50	0	0	0	50	0
Local Roads: Indoor Employee Costs	103	0	103	0	0	0	0	103	0
Total Roads	2,850	0	2,458	392	0	1,349	0	1,501	0
Kerb & Channel									
Kerb & Channel: Victoria Street, Dimboola	125	0	0	125	0	0	0	125	0
Kerb & Channel: Rockley Street, Nhill	32	0	32	0	0	0	0	32	0
Kerb & Channel: Victoria Street, Dimboola Pedestrian Island	16	0	0	16	0	0	0	16	0
Kerb & Channel: Ellerman Street, Dimboola	200	0	0	200	0	170	0	30	0
Kerb & Channel: Project Designs	15	0	15	0	0	0	0	15	0
Total Kerb & Channel	388	0	47	341	0	170	0	218	0
Bridges									
Bridges: Albacutya	325	0	0	325	0	0	0	325	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Total Bridges	325	0	0	325	0	0	325	0	
Footpaths									
Footpath: Hindmarsh Street, Dimboola	66	0	66	0	0	0	66	0	
Footpath: Charles Street, Jeparit	60	0	60	0	0	0	60	0	
Footpath: MacPherson Street, Nhill	22	0	0	22	0	0	22	0	
Crossovers									
Footpath: Indoor Employee Costs	6	0	6	0	0	0	6	0	
Total Footpaths	154	0	132	22	0	0	154	0	
Drainage									
Drainage: Block 40 Road Culvert	52	0	52	0	0	0	52	0	
Drainage: Seal floodway inverts	84	0	0	84	0	0	84	0	
Drainage: Indoor Employee Costs	11	0	0	11	0	0	11	0	
Total Drainage	147	0	52	95	0	0	147	0	
Waste Management	0	0	0	0	0	0	0	0	
Parks, Open Space and Streetscapes									
Skate Park Facilities	200	200	0	0	0	200	0	0	
Precinct & Recreation Plan Projects Funding	50	50	0	0	0	0	50	0	
Total Parks, Open Space and Streetscapes	250	250	0	0	0	200	50	0	
Other Infrastructure									
Council Contribution to Grant Funded Projects	100	100	0	0	0	0	100	0	
Defibrillators	8	8	0	0	0	0	8	0	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Riverside Holiday Park Bikes	10	10	0	0	0	0	0	10	0
Total Other Infrastructure	118	118	0	0	0	0	0	118	0
TOTAL INFRASTRUCTURE	4,232	368	2,689	1,175	0	1,719	0	2,513	0
TOTAL NEW CAPITAL WORKS 2017/18	6,732	377	3,565	2,790	0	3,119	0	3,613	0

Capital Works Program for Year End 30 June 2019

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Buildings									
Buildings	559	0	559	0	0	0	0	559	0
Other buildings	0	0	0	0	0	0	0	0	0
Total Buildings	559	0	559	0	0	0	0	559	0
Building Improvements									
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
Leasehold Improvements									
Heritage buildings	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	559	0	559	0	0	0	0	559	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicles and plant	876	0	876	0	0	0	0	876	0
Total Plant, Machinery and Equipment	876	0	876	0	0	0	0	876	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Fixtures, Fittings and Furniture									
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Total Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Telecommunication									
Information Technology: Replacement Servers	0	0	0	0	0	0	0	0	0
Information Technology: Workstations	40	0	40	0	0	0	0	40	0
Information Technology: Backup Drive & Ethernet Switches	0	0	0	0	0	0	0	0	0
Information Technology: Other	0	0	0	0	0	0	0	0	0
Total Computers & Telecommunication	40	0	40	0	0	0	0	40	0
TOTAL PLANT AND EQUIPMENT	916	0	916	0	0	0	0	916	0
INFRASTRUCTURE									
Roads									
Local Roads: Anderson Street, Dimboola: Sealed Pavement Construction	300	0	300	0	0	280	0	20	0
Local Roads: Katyil Wail Road, Wail: Sealed Pavement Construction	150	0	150	0	0	100	0	50	0
Local Roads: Pigick Bus Route, Rainbow: Sealed Pavement Construction	398	0	398	0	0	290	0	108	0
Local Roads: Block 40 Road, Broughton: Sealed Pavement Construction	110	0	110	0	0	0	0	110	0
Local Roads: Railway Lane, Gunn Street	20	0	20	0	0	0	0	20	0
Nhill: Sealed Pavement Construction									
Local Roads: Antwerp Woorak Road,	60	0	60	0	0	0	0	60	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Glenlee: Sealed Pavement Construction									
Local Roads: Dimboola Minyip Road, Dimboola: Sealed Pavement Reseal	70	0	70	0	0	0	0	70	0
Local Roads: Jeparit East Road, Jeparit: Sealed Pavement Reseal	60	0	60	0	0	0	0	60	0
Local Roads: Lorquon Palms Road, Lorquon: Sealed Pavement Reseal	25	0	25	0	0	0	0	25	0
Local Roads: Nhill Murrayville Road, Yanac: Sealed Pavement Reseal	90	0	90	0	0	0	0	90	0
Local Roads: Rainbow Rises Road, Rainbow: Sealed Pavement Reseal	120	0	120	0	0	90	0	30	0
Local Roads: Rainbow Nhill Road, Rainbow: Sealed Pavement Reseal	60	0	60	0	0	0	0	60	0
Local Roads: Bongiorno's Carpark, Victoria Street Median, Nhill: Sealed Pavement Reseal	15	0	15	0	0	0	0	15	0
Local Roads: Hindmarsh Street, Dimboola: Sealed Pavement Reseal	16	0	16	0	0	0	0	16	0
Local Roads: Winiam Road, Nhill: Sealed Pavement Reseal	40	0	40	0	0	0	0	40	0
Local Roads: Tarranyurk West Road, Tarranyurk: Sealed Pavement Reseal	60	0	60	0	0	50	0	10	0
Local Roads: Elgin Street, Nhill: Unsealed Pavement New Seal	76	0	0	76	0	0	0	76	0
Local Roads: High Street, Dimboola: Unsealed Pavement New Seal	50	0	0	50	0	0	0	50	0
Local Roads: Safety Upgrades Rural Roads: Unsealed Pavement New Seal	65	0	0	65	0	0	0	65	0
Local Roads: Wimmera Street, Dimboola:	61	0	0	61	0	0	0	61	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Unsealed Pavement New Seal									
Local Roads: Dimboola East Road,	60	0	60	0	0	0	0	60	0
Dimboola: Unsealed Pavement Resheet									
Local Roads: Miram East Road, Lawloit:	80	0	0	80	0	0	0	80	0
Unsealed Pavement Resheet									
Local Roads: Yanac South Road,	60	0	60	0	0	0	0	60	0
Broughton: Unsealed Pavement Resheet									
Local Roads: McKenzie / Greig Road,	150	0	150	0	0	0	0	150	0
Antwerp: Unsealed Pavement Resheet									
Local Roads: I Kennedy's Road, Nhill:	55	0	55	0	0	0	0	55	0
Unsealed Pavement Resheet									
Local Roads: Rogers Road, Nhill (Rural):	84	0	84	0	0	0	0	84	0
Unsealed Pavement Resheet									
Local Roads: Hazeldene Road, Jeparit	160	0	0	160	0	0	0	160	0
(Rural):Unsealed Pavement Resheet									
Local Roads: Diapur-Yanac Road, Nhill:	75	0	75	0	0	0	0	75	0
Sealed Pavement Shoulder Resheet									
Local Roads: Salisbury-Woorak Road,	30	0	30	0	0	0	0	30	0
Kiata: Sealed Pavement Shoulder Resheet									
Local Roads: Albacutya Road, Rainbow:	45	0	45	0	0	0	0	45	0
Sealed Pavement Shoulder Resheet									
Local Roads: Dimboola Minyip Road,	70	0	70	0	0	0	0	70	0
Dimboola: Sealed Pavement Shoulder Resheet									
Local Roads: Rural Roads	50	0	50	0	0	0	0	50	0
Local Roads: Project Designs	50	0	50	0	0	0	0	50	0
Local Roads: Indoor Employee Costs	102	0	0	102	0	0	0	102	0
Total Roads	2,917		2,323	594	0	810	0	2,107	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Kerb & Channel									
Kerb & Channel: Scott Street, Jeparit	120	0	120	0	0	0	0	120	0
Kerb & Channel: Nelson Street, Nhill	30	0	30	0	0	0	0	30	0
Kerb & Channel: Wimmera Street, Dimboola	100	0	0	100	0	0	0	100	0
Total Kerb & Channel	250	0	150	100	0	0	0	250	0
Bridges									
Bridges:	0	0	0	0	0	0	0	0	0
Total Bridges	0	0	0	0	0	0	0	0	0
Footpaths									
Footpath: Albert Street, Rainbow	35	0	35	0	0	0	0	35	0
Footpath: Taverner Street, Rainbow	15	0	15	0	0	0	0	15	0
Footpath: MacPherson Street, Nhill	20	0	20	0	0	0	0	20	0
Footpath: Victoria Street, Dimboola	40	0	40	0	0	0	0	40	0
Footpath: King Street, Rainbow	35	0	35	0	0	0	0	35	0
Footpath: Indoor Employee Costs	7	0	7	0	0	0	0	7	0
Total Footpaths	152	0	152	0	0	0	0	152	0
Drainage									
Drainage: Broughton Road Culvert, Broughton	50	0	50	0	0	0	0	50	0
Drainage: Queen Street, Nhill	40	0	0	40	0	0	0	40	0
Drainage: Indoor Employee Costs	11	0	0	11	0	0	0	11	0
Total Drainage	101	0	50	51	0	0	0	101	0
Waste Management	0	0	0	0	0	0	0	0	0
Off Street Car Parks									

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Off Street Car Parks	17	0	17	0	0	0	0	17	0
Total Parks, Open Space and Streetscapes	17	0	17	0	0	0	0	17	0
Other Infrastructure									
Council Contribution to Grant Funded Projects	200	200	0	0	0	0	0	200	0
Total Other Infrastructure	200	200	0	0	0	0	0	200	0
TOTAL INFRASTRUCTURE	3,637	200	2,692	745	0	810	0	2,827	0
TOTAL NEW CAPITAL WORKS 2018/19	5,112	200	4,167	745	0	810	0	4,302	0

Capital Works Program for Year End 30 June 2020

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Buildings									
Buildings	573	0	573	0	0	0	0	573	0
Other buildings	0	0	0	0	0	0	0	0	0
Total Buildings	573	0	573	0	0	0	0	573	0
Building Improvements									
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
Leasehold Improvements									
Heritage buildings	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	573	0	573	0	0	0	0	573	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicles and plant	857	0	857	0	0	0	0	857	0
Total Plant, Machinery and Equipment	857	0	857	0	0	0	0	857	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Fixtures, Fittings and Furniture									
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Total Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Telecommunication									
Information Technology: Replacement Servers	0	0	0	0	0	0	0	0	0
Information Technology: Workstations	40	0	40	0	0	0	0	40	0
Information Technology: Backup Drive & Ethernet Switches	0	0	0	0	0	0	0	0	0
Information Technology: Other	0	0	0	0	0	0	0	0	0
Total Computers & Telecommunication	40	0	40	0	0	0	0	40	0
TOTAL PLANT AND EQUIPMENT	897	0	897	0	0	0	0	897	0
INFRASTRUCTURE									
Roads									
Local Roads: Lorquon East Road, Jeparit: Sealed Pavement Construction	180	0	180	0	0	160	0	20	0
Local Roads: Kiata North Road, Kiata: Sealed Pavement Construction	180	0	180	0	0	150	0	30	0
Local Roads: Winiam East Road, Nhill: Sealed Pavement Construction	150	0	150	0	0	0	0	150	0
Local Roads: Lorquon Palms Road, Lorquon: Sealed Pavement Construction	150	0	150	0	0	0	0	150	0
Local Roads: Rainbow-Nhill Road, Rainbow: Sealed Pavement Construction	300	0	300	0	0	250	0	50	0
Local Roads: Ryan Lane, Nhill: Sealed	50	0	50	0	0	0	0	50	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Pavement Construction									
Local Roads: Pullut East Road, Rainbow: Sealed Pavement Reseal	57	0	57	0	0	50	0	7	0
Local Roads: Farmers Street, Nhill: Sealed Pavement Reseal	15	0	15	0	0	0	0	15	0
Local Roads: Livingston Street, Jeparit: Sealed Pavement Reseal	17	0	17	0	0	0	0	17	0
Local Roads: Swinbourne Avenue, Rainbow: Sealed Pavement Reseal	15	0	15	0	0	0	0	15	0
Local Roads: Nhill Murrayville Road, Yanac: Sealed Pavement Reseal	100	0	100	0	0	0	0	100	0
Local Roads: Dimboola-Minyip Road, Dimboola: Sealed Pavement Reseal	40	0	40	0	0	0	0	40	0
Local Roads: Antwerp Warracknabeal Road, Dimboola: Sealed Pavement Reseal	35	0	35	0	0	0	0	35	0
Local Roads: Depta Road, Lorquon: Sealed Pavement Reseal	35	0	35	0	0	0	0	35	0
Local Roads: Rainbow Nhill Road, Rainbow: Sealed Pavement Reseal	210	0	210	0	0	150	0	60	0
Local Roads: Coker Dam Road, Gerang Gerung: Sealed Pavement Reseal	60	0	60	0	0	0	0	60	0
Local Roads: Church Street, Dimboola: Sealed Pavement Reseal	20	0	20	0	0	0	0	20	0
Local Roads: Western Beach Road, Rainbow: Sealed Pavement Reseal	35	0	35	0	0	0	0	35	0
Local Roads: Antwerp Woorak Road, Antwerp: Unsealed Pavement New Seal	373	0	0	373	0	0	0	373	0
Local Roads: Kornheim Road, Dimboola: Unsealed Pavement Resheet	35	0	35	0	0	0	0	35	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Local Roads: A Bells Road, Nhill: Unsealed Pavement Resheet	50	0	50	0	0	0	0	50	0
Local Roads: Croots Road, Broughton: Unsealed Pavement Resheet	54	0	54	0	0	0	0	54	0
Local Roads: Bothe Road, Dimboola: Unsealed Pavement Resheet	22	0	22	0	0	0	0	22	0
Local Roads: Wheatlands Road, Rainbow: Unsealed Pavement Resheet	80	0	80	0	0	0	0	80	0
Local Roads: Farmhouse Road, Tarranyurk: Unsealed Pavement Resheet	40	0	40	0	0	0	0	40	0
Local Roads: Miatke Road, Rainbow: Unsealed Pavement Resheet	90	0	90	0	0	0	0	90	0
Local Roads: Geodetic Road, Tarranyurk: Unsealed Pavement Resheet	100	0	100	0	0	0	0	100	0
Local Roads: Pigick Pella Road, Rainbow: Unsealed Pavement Resheet	30	0	30	0	0	0	0	30	0
Local Roads: Nhill Diapur Road, Nhill: Sealed Pavement Shoulder Resheet	70	0	70	0	0	0	0	70	0
Local Roads: Woorak Ni Ni Lorquon Road, Glenlee: Sealed Pavement Shoulder Resheet	110	0	110	0	0	0	0	110	0
Local Roads: Block 40 Road, Broughton: Sealed Pavement Shoulder Resheet	35	0	35	0	0	0	0	35	0
Local Roads: Indoor Employee Costs	108	0	108	0	0	0	0	108	0
Total Roads	2,846	0	2,473	373	0	760	0	2,086	
Kerb & Channel									
Kerb & Channel: Ryan Lane, Nhill	70	0	70	0	0	0	0	70	0
Kerb & Channel: Charles Street, Jeparit	130	0	130	0	0	0	0	130	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Kerb & Channel: Winifred Street, Rainbow	80	0	0	80	0	0	0	80	0
Total Kerb & Channel	280	0	200	80	0	0	0	280	0
Bridges									
Bridges:	0	0	0	0	0	0	0	0	0
Total Bridges	0	0	0	0	0	0	0	0	0
Footpaths									
Footpath: Lloyd Street, Dimboola	95	0	95	0	0	0	0	95	0
Footpath: Normanby Street, Dimboola	30	0	30	0	0	0	0	30	0
Footpath: Broadway Street, Jeparit	20	0	20	0	0	0	0	20	0
Footpath: Pine Street, Nhill	30	30	0	0	0	0	0	30	0
Footpath: Nelson Street, Nhill	12	0	0	12	0	0	0	12	0
Footpath: Indoor Employee Costs	7	0	7	0	0	0	0	7	0
Total Footpaths	194	30	152	12	0	0	0	194	0
Drainage									
Drainage: Yanac-Netherby Culvert	50	0	50	0	0	0	0	50	0
Drainage: McLeods Drain, Nhill	50	0	50	0	0	0	0	50	0
Drainage: Indoor Employee Costs	10	0	10	0	0	0	0	10	0
Total Drainage	110	0	110	0	0	0	0	110	0
Waste Management	0	0	0	0	0	0	0	0	0
Off Street Car Parks									
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Total Parks, Open Space and Streetscapes	0	0	0	0	0	0	0	0	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Other Infrastructure									
Council Contribution to Grant Funded Projects	200	200	0	0	0	0	0	200	0
Recreation Reserve Renewal of Changerooms	573	0	573	0	0	0	0	573	0
Total Other Infrastructure	773	200	573	0	0	0	0	773	0
TOTAL INFRASTRUCTURE	4,203	230	3,508	465	0	760	0	3,443	0
TOTAL NEW CAPITAL WORKS 2019/20	5,673	230	4,978	465	0	760	0	4,913	0

Capital Works Program for Year End 30 June 2021

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Buildings									
Buildings	587	0	587	0	0	0	0	587	0
Other buildings	0	0	0	0	0	0	0	0	0
Total Buildings	587	0	587	0	0	0	0	587	0
Building Improvements									
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
Leasehold Improvements									
Heritage buildings	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	587	0	587	0	0	0	0	587	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicles and plant	858	0	858	0	0	0	0	858	0
Total Plant, Machinery and Equipment	858	0	858	0	0	0	0	858	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Fixtures, Fittings and Furniture									
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Total Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Telecommunication									
Information Technology: Replacement Servers	0	0	0	0	0	0	0	0	0
Information Technology: Workstations	40	0	40	0	0	0	0	40	0
Information Technology: Backup Drive & Ethernet Switches	0	0	0	0	0	0	0	0	0
Information Technology: Other	0	0	0	0	0	0	0	0	0
Total Computers & Telecommunication	40	0	40	0	0	0	0	40	0
TOTAL PLANT AND EQUIPMENT	898	0	898	0	0	0	0	898	0
INFRASTRUCTURE									
Roads									
Local Roads: Woorak Ni NI Lorquon Road, Glenlee: Sealed Pavement Construction	400	0	400	0	0	350	0	50	0
Local Roads: Antwerp Woorak Road, Antwerp: Sealed Pavement Construction	120	0	120	0	0	0	0	120	0
Local Roads: Lorquon Station Road, Lorquon: Sealed Pavement Construction	350	0	350	0	0	200	0	150	0
Local Roads: Rainbow Nhill Road, Rainbow: Sealed Pavement Reseal	70	0	70	0	0	0	0	70	0
Local Roads: Katyil Wail Road, Dimboola: Sealed Pavement Reseal	50	0	50	0	0	0	0	50	0
Local Roads: Dimboola Minyip Road,	60	0	60	0	0	0	0	60	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Dimboola: Sealed Pavement Reseal									
Local Roads: Jeparit East Road, Jeparit: Sealed Pavement Reseal	60	0	60	0	0	0	0	60	0
Local Roads: Lorquon Palms Road, Lorquon: Sealed Pavement Reseal	40	0	40	0	0	0	0	40	0
Local Roads: Netherby Baker Road, Netherby: Sealed Pavement Reseal	30	0	30	0	0	0	0	30	0
Local Roads: Rainbow Nhill Road, Rainbow: Sealed Pavement Reseal	160	0	160	0	0	150	0	10	0
Local Roads: Antwerp Warracknabeal Road, Antwerp: Sealed Pavement Reseal	40	0	40	0	0	0	0	40	0
Local Roads: Depta Road, Jeparit: Sealed Pavement Reseal	80	0	80	0	0	0	0	80	0
Local Roads: Ebenezer Mission Road, Dimboola: Sealed Pavement Reseal	75	0	75	0	0	60	0	15	0
Local Roads: Broughton Road, Broughton: Sealed Pavement Reseal	35	0	35	0	0	0	0	35	0
Local Roads: Broughton Kaniva Road, Broughton: Sealed Pavement Reseal	50	0	50	0	0	0	0	50	0
Local Roads: Nhill Lake Carpark & Boatramp Access: Unsealed Pavement New Seal	30	0	0	30	0	0	0	30	0
Local Roads: Glenlee Lorquon Road, Glenlee: Unsealed Pavement New Seal	300	0	0	300	0	0	0	300	0
Local Roads: Antwerp Katyil Road, Dimboola: Unsealed Pavement Resheet	35	0	0	35	0	0	0	35	0
Local Roads: Eldorado Road, Broughton: Unsealed Pavement Resheet	150	0	150	0	0	0	0	150	0
Local Roads: H Binns Road, Nhill: Unsealed	130	0	130	0	0	0	0	130	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Pavement Resheet									
Local Roads: Five Chain Road, Dimboola: Unsealed Pavement Resheet	130	0	130	0	0	0	0	130	0
Local Roads: Heinrich Road, Rainbow: Unsealed Pavement Resheet	40	0	40	0	0	0	0	40	0
Local Roads: Perenna School Road, Netherby: Unsealed Pavement Resheet	50	0	50	0	0	0	0	50	0
Local Roads: Pullut East Road, Rainbow: Sealed Pavement Shoulder Resheet	120	0	120	0	0	0	0	120	0
Local Roads: Diapur-Yanac Road, Nhill: Sealed Pavement Shoulder Resheet	110	0	110	0	0	0	0	110	0
Local Roads: Indoor Employee Costs	112	0	112	0	0	0	0	112	0
Total Roads	2,827	0	2,462	365	0	760	0	2,067	0
Kerb & Channel									
Kerb & Channel: Lochiel Street, Dimboola	200	0	200	0	0	0	0	200	0
Kerb & Channel: Hindmarsh Street, Dimboola	130	0	0	130	0	0	0	130	0
Total Kerb & Channel	330	0	200	130	0	0	0	330	0
Bridges									
Bridges:	0	0	0	0	0	0	0	0	0
Total Bridges	0	0	0	0	0	0	0	0	0
Footpaths									
Footpath: Wimmera Street, Dimboola	30	0	30	0	0	0	0	30	0
Footpath: Taverner Street, Rainbow	25	0	25	0	0	0	0	25	0
Footpath: Acacia Street, Dimboola	60	0	60	0	0	0	0	60	0
Footpath: Church Street, Dimboola	116	116	0	0	0	0	0	116	0

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
Footpath: Various Locations, Nhill	12	0	0	12	0	0	0	12	0
Footpath: Indoor Employee Costs	40	0	40	0	0	0	0	40	0
Total Footpaths	283	116	155	12	0	0	0	283	0
Drainage									
Drainage: Major Culvert Replacement	50	0	50	0	0	0	0	50	0
Drainage: Urban Drainage	100	0	100	0	0	0	0	100	0
Drainage: Indoor Employee Costs	10	0	10	0	0	0	0	10	0
Total Drainage	160	0	160	0	0	0	0	160	0
Waste Management	0	0	0	0	0	0	0	0	0
Off Street Car Parks									
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Total Parks, Open Space and Streetscapes	0	0	0	0	0	0	0	0	0
Other Infrastructure									
Council Contribution to Grant Funded Projects	200	200	0	0	0	0	0	200	0
Total Other Infrastructure	200	200	0	0	0	0	0	200	0
TOTAL INFRASTRUCTURE	3,800	316	2,977	507	0	760	0	3,040	0
TOTAL NEW CAPITAL WORKS 2020/21	5,285	316	4,462	507	0	760	0	4,525	0

Appendix D - Fees & Charges

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
	Note 1: Fees shown in red are set by Statute under the State Government and are generally indexed by CPI on July 1 each year	statutory fee			
	ANIMAL BUSINESS				
1	Domestic animal business – Licence fee	Council	Taxable	\$287.00	293.00
	ANIMAL CAGE				
2	Hire of Cat trap	Council	Taxable	\$23.00 week / \$50.00 Bond	24.00 50.00
3	Hire of Cat trap – Pensioner Discount	Council	Taxable	\$13.00 week / \$25.00 Bond	14.00 30.00
	ANIMAL FINES				
	Note: Fees are indexed annually by the Department of Justice				
4	Failure to apply to register or renew the registration of a dog or cat over the age of 3 months	statutory fee	Non Taxable	\$311.00	\$317.00
5	Identification marker not worn outside of premises	statutory fee	Non Taxable	\$78.00	\$79.00
6	Unregistered dog or cat wearing council identification marker	statutory fee	Non Taxable	\$78.00	\$79.00
7	Person removing, altering or defacing identification marker	statutory fee	Non Taxable	\$78.00	\$79.00
8	Dog or cat on private property after notice served	statutory fee	Non Taxable	\$78.00	\$79.00
9	Dog at large or not securely confined – during the day	statutory fee	Non Taxable	\$233.00	\$238.00
10	Dog at large or not securely confined – during the night	statutory fee	Non Taxable	\$311.00	\$317.00
11	Cat at large or not securely confined in restrictive district	statutory fee	Non Taxable	\$78.00	\$79.00
12	Dog or cat in prohibited place	statutory fee	Non Taxable	\$155.00	\$159.00
13	Greyhound not muzzled or not controlled by chain, cord or leash	statutory fee	Non Taxable	\$233.00	\$238.00
14	Not complying with notice to abate nuisance	statutory fee	Non Taxable	\$233.00	\$238.00
	ANIMAL IMPOUND FEES				
	Impound Fees – Dog				
15	Pound release fee	Council	Taxable	\$98.00 (first 24 hours)	100.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
16	Daily pound keeping fee (Monday to Friday)	Council	Taxable	\$36.00	40.00
17	Daily pound keeping fee (Saturday and Sunday)	Council	Taxable	\$57.00	60.00
18	Pound release fee – Repeat offenders	Council	Taxable	\$185.00 (first 24 hours)	200.00
Impound Fees – Cat					
19	Pound release fee	Council	Taxable	\$98.00 (first 24 hours)	100.00
20	Daily pound keeping fee (Monday to Friday)	Council	Taxable	\$36.00	40.00
21	Daily pound keeping fee (Saturday and Sunday)	Council	Taxable	\$57.00	60.00
22	Pound release fee – Repeat offenders	Council	Taxable	\$185 (first 24 hours)	200.00
Livestock					
23	Livestock	Council	Taxable	\$26.00 per head plus cost recovery	30.00
ANIMAL REGISTRATIONS					
Note: Prices are for one cat or dog and include the government levy					
24	Dangerous / Restricted Breed	Council	Non Taxable	\$553.00	565.00
25	Standard registration	Council	Non Taxable	\$134.00	137.00
26	Desexed and microchipped – Cat	Council	Non Taxable	\$33.00	34.00
27	Desexed and microchipped - Dog	Council	Non Taxable	\$40.00	41.00
28	Desexed registration – Cat	Council	Non Taxable	\$37.00	38.00
29	Desexed registration – Dog	Council	Non Taxable	\$45.00	46.00
30	Working Dogs	Council	Non Taxable	\$45.00	46.00
31	Animals over 10 years old – Cat	Council	Non Taxable	\$37.00	38.00
32	Animals over 10 years old - Dog	Council	Non Taxable	\$45.00	46.00
33	Animals registered with VCA or FCC – Cat	Council	Non Taxable	\$37.00	38.00
34	Animals registered with VCA or FCC – Dog	Council	Non Taxable	\$45.00	46.00
35	Animal permanently identified (microchipped) – Cat	Council	Non Taxable	\$94.00	96.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
36	Animal permanently identified (microchipped) – Dog	Council	Non Taxable	\$117.00	120.00
37	Breeding Animal on registered premises – Cat	Council	Non Taxable	\$37.00	38.00
38	Breeding Animal on registered premises – Dog	Council	Non Taxable	\$45.00	46.00
39	Late payment penalty fee	Council	Non Taxable	\$15.00 after 10 April	16.00
40	Pensioner reduction	Council	Non Taxable	50%	
41	Animal tag replacement	Council	Taxable	\$10.00	10.00
BUILDING DEPARTMENT					
Value of work					
Note: Prices include the statutory government levy of \$1.28 per \$1,000 applicable to all building works over \$10,000		statutory fee	Non Taxable	\$1.28 / \$1,000 value	\$1.28 / \$1,000 value
Dwelling – Extension / Alteration / Restump					
42	Up to \$5,000	Council	Taxable	\$441.00	\$450.00
43	\$5,001 to \$12,000	Council	Taxable	\$568.00	\$580.00
44	\$12,001 to \$20,000	Council	Taxable	\$746.00	\$761.00
45	\$20,001 to \$50,000	Council	Taxable	\$925.00	\$944.00
46	\$50,001 to \$100,000	Council	Taxable	\$1,239.00	\$1,264.00
47	\$100,001 to \$150,000	Council	Taxable	\$1,454.00	\$1483.50
48	\$150,001 to \$200,000	Council	Taxable	\$1,886.00	\$1924.00
49	\$200,001 to \$250,000	Council	Taxable	\$2,337.00	\$2384.00
50	\$250,001 to \$300,000	Council	Taxable	\$2,760.00	\$2816.00
51	\$300,001 and above	Council	Taxable	Value / \$118.00	Value / \$121.00
New Dwelling					
52	Up to \$100,000	Council	Taxable	\$1,237.00	\$1262.00
53	\$100,001 to \$150,000	Council	Taxable	\$1,454.00	\$1484.00
54	\$150,001 to \$200,000	Council	Taxable	\$1,885.00	\$1923.00
55	\$200,001 to \$250,000	Council	Taxable	\$2,317.00	\$2364.00
56	\$250,001 to \$300,000	Council	Taxable	\$2,695.00	\$2749.00
57	\$300,001 and above	Council	Taxable	Value / \$118.00	Value / \$121.00
Minor Works – Shed / Garage / Carport / Pool / Fences					
58	Up to \$5,000	Council	Taxable	\$451.00	\$461.00
59	\$5,001 to \$12,000	Council	Taxable	\$567.00	\$579.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
60	\$12,001 to \$20,000	Council	Taxable	\$683.00	\$697.00
61	\$20,001 to \$50,000	Council	Taxable	\$787.00	\$803.00
62	\$50,001 to \$100,000	Council	Taxable	\$997.00	\$1,017.00
63	\$100,001 and above	Council	Taxable	Value / \$97.50	Value / \$100.00
64	Pool Fence	Council	Taxable	\$297.00	\$303.00
	Demolition or Removal				
65	Demolish or remove commercial building	Council	Taxable	\$898.00	\$916.00
66	Demolish or remove domestic building	Council	Taxable	\$546.00	\$557.00
	Commercial Works				
67	Up to \$10,000	Council	Taxable	\$625.00	\$638.00
68	\$10,001 to \$50,000	Council	Taxable	\$913.00	\$932.00
69	\$50,001 to \$100,000	Council	Taxable	\$1,382.00	\$1,410.00
70	\$100,001 to \$150,000	Council	Taxable	\$1,812.00	\$1,849.00
71	\$150,001 to \$200,000	Council	Taxable	\$2,243.00	\$2,288.00
72	\$200,001 to \$250,000	Council	Taxable	\$2,747.00	\$2,802.00
73	\$250,001 to \$300,000	Council	Taxable	\$3,209.00	\$3,274.00
74	\$300,001 to \$500,000	Council	Taxable	\$3,714.00	\$3,789.00
75	\$500,001 to \$750,000	Council	Taxable	\$4,255.00	\$4,340.00
76	\$750,001 to \$1,000,000	Council	Taxable	\$5,331.00	\$5,438.00
77	\$1,000,001 and above	Council	Taxable	Value / \$190.00	Value / \$194.00
	Council Consideration and Enforcement (works without a building permit)				
78	Domestic – Minor e.g. Sheds and Fences	Council	Taxable	\$394.00 Plus Permit Fee	\$402.00 Plus Permit Fee
79	Domestic – Medium e.g. Alterations and Extensions	Council	Taxable	\$562.00 Plus Permit Fee	\$574.00 Plus Permit Fee
80	Domestic – Major e.g. New Dwelling	Council	Taxable	\$1,135.00 Plus Permit Fee	\$1,158.00 Plus Permit Fee
81	Commercial – Minor	Council	Taxable	\$562.00 Plus Permit Fee	\$574.00 Plus Permit Fee
82	Commercial – Medium	Council	Taxable	\$1,135.00 Plus Permit Fee	\$1,158.00 Plus Permit Fee
83	Commercial - Major	Council	Taxable	\$2,243.00 Plus Permit Fee	\$2,288.00 Plus Permit Fee

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
Miscellaneous Fees					
84	Extension time to building permit	Council	Taxable	\$126.00	\$129.00
85	Amended plans – Minor works	Council	Taxable	\$95.00	\$97.00
86	Amended plans – Major works	Council	Taxable	\$231.00	\$236.00
87	Request for copy of plans	Council	Taxable	\$84.00	\$86.00
88	Inspection fee for permits issued by private building surveyors	Council	Taxable	\$268.00 + \$1.25 km Outside Nhill	\$274.00 + \$1.30 km Outside Nhill
89	Additional mandatory Inspection	Council	Taxable	\$59.00	\$61.00
Other Ancillary Fees					
90	Report and consent part 4,5 or 8	statutory fee	Non Taxable	\$244.00	\$262.10
91	Report and consent demolition 29A	statutory fee	Non Taxable	\$60.90	\$65.40
92	Stormwater LPD R610 (2)	statutory fee	Non Taxable	\$60.90	\$65.40
93	Building Approval certificate	statutory fee	Non Taxable	\$48.60	\$52.20
94	Land information certificate	statutory fee	Non Taxable	\$25.40	\$25.90
CAMPING FEES					
Peak Times					
95	Four Mile beach – Powered site daily	Council	Taxable	\$14.00	\$14.00
96	Four Mile beach – Powered site weekly	Council	Taxable	\$80.00	\$80.00
97	Four Mile beach – Unpowered site daily	Council	Taxable	\$10.00	\$10.00
98	Four Mile beach – Unpowered site weekly	Council	Taxable	\$58.00	\$58.00
Off Peak Times					
99	Four Mile beach – Powered site daily	Council	Taxable	\$11.00	\$11.00
100	Four Mile beach – Powered site weekly	Council	Taxable	\$66.00	\$66.00
101	Four Mile beach – Unpowered site daily	Council	Taxable	\$6.00	\$6.00
102	Four Mile beach – Unpowered site weekly	Council	Taxable	\$32.00	\$32.00
	*Peak Times: 1 December to 30 April				
Caravan Park Fees – Jeparit and Rainbow					
Daily Rates					
103	Linen Fee – to be charged when customers want linen changed during lengthy stay in cabins	Council	Taxable		\$15.00
104	Powered site (2 persons)	Council	Taxable	\$20.00	\$20.00
105	Unpowered site	Council	Taxable	\$13.00	\$13.00
106	Extra person > 16 years old	Council	Taxable	\$5.00	\$5.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
107	Extra person 6 – 15 years old	Council	Taxable	\$2.50	\$2.50
108	Air conditioned van – Extra	Council	Taxable	\$2.50	\$2.50
109	Van storage	Council	Taxable	\$3.00	\$3.00
110	Rainbow – On site caravan	Council	Taxable	\$33.00	\$33.00
111	Jeparit - Cabin	Council	Taxable	\$85.00	\$85.00
Weekly Rates (less than 40 days)					
112	Powered site (2 persons)	Council	Taxable	\$100.00	\$100.00
113	Unpowered site	Council	Taxable	\$70.00	\$70.00
114	Extra person > 16 years old	Council	Taxable	\$22.00	\$22.00
115	Extra person 6 – 15 years old	Council	Taxable	\$11.00	\$11.00
116	Air conditioned van – Extra	Council	Taxable	\$15.00	\$15.00
117	Van storage	Council	Taxable	\$19.50	\$19.50
118	Rainbow – On site caravan	Council	Taxable	\$141.00	\$141.00
119	Jeparit - Cabin	Council	Taxable	\$510.00	\$510.00
120	Jeparit – Cabin – Trade/Contractors	Council	Taxable	\$390.00	\$390.00
Caravan Park Fees – Dimboola					
Daily Rates					
Peak Times					
121	Linen Fee – to be charged when customers want linen changed during lengthy stay in cabins				\$15.00
122	Powered site (2 persons) Peak	Council	Taxable	\$35.00	\$35.00
123	Unpowered site Peak	Council	Taxable	\$22.00	\$22.00
124	Extra person > 16 years old	Council	Taxable	\$8.00	\$8.00
125	Extra person 6 – 15 years old	Council	Taxable	\$5.00	\$5.00
126	Ensuite site Peak	Council	Taxable	\$45.00	\$45.00
127	Cabin (Number 53 & 54) – 2 Adults	Council	Taxable	\$68.00	\$75.00
128	Cabin (2 Bedroom) – 2 Adults, 2 Children	Council	Taxable	\$130.00	\$140.00
Off Peak Times					
129	Linen Fee – to be charged when customers want linen changed during lengthy stay in cabins				\$15.00
130	Powered site (2 persons)	Council	Taxable		\$27.00
131	Unpowered site	Council	Taxable		\$20.00
132	Extra person > 16 years old	Council	Taxable	\$8.00	\$8.00
134	Extra person 6 – 15 years old	Council	Taxable	\$5.00	\$5.00
135	Ensuite site	Council	Taxable		\$42.00
136	Cabin (Number 53 & 54) – 2 Adults	Council	Taxable		\$68.00
137	Cabin (2 Bedroom) – 2 Adults, 2 Children	Council	Taxable		\$130.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
Weekly Rates (less than 40 days)					
Peak Times					
138	Powered site (2 persons)	Council	Taxable	\$210.00	\$180.00
139	Unpowered site	Council	Taxable	\$132.00	\$150.00
140	Extra person > 16 years old	Council	Taxable	\$48.00	\$48.00
141	Extra person 6 – 15 years old	Council	Taxable	\$30.00	\$30.00
142	Ensuite site	Council	Taxable	\$270.00	\$270.00
143	Cabin (Number 53 & 54) – 2 Adults Peak	Council	Taxable	\$408.00	\$450.00
144	Cabin (2 Bedroom) – 2 Adults, 2 Children	Council	Taxable	\$780.00	\$840.00
Off Peak Times					
145	Powered site (2 persons)	Council	Taxable		\$150.00
146	Unpowered site	Council	Taxable		\$120.00
147	Extra person > 16 years old	Council	Taxable		\$48.00
148	Extra person 6 – 15 years old	Council	Taxable		\$30.00
149	Ensuite site	Council	Taxable		\$240.00
150	Cabin (Number 53 & 54) – 2 Adults	Council	Taxable		\$420.00
151	Cabin (2 Bedroom) – 2 Adults, 2 Children	Council	Taxable		\$780.00
Other Items					
152	Fire drum hire	Council	Taxable	\$10.00 per visit	\$10.00 per visit
153	Fire wood – 20kg bag	Council	Taxable	\$15.00 per 15kg bag	\$10.00 per bag
154	Bike hire – 30 minutes	Council	Taxable	\$5.00	\$5.00
Note: Nhill Caravan Park fees are set by the licensee and not included in the above fees					
COMMUNITY BUS					
155	Hire Fees (Community Group)	Council	Taxable	\$0.31 cents per kilometre	\$0.32 cents per kilometre
156	*Note: Fuel at cost of hirer; bus must be returned with full tank of fuel. Hire Fees (Other Hirer)			\$0.87 cents per kilometre	\$0.88 cents per kilometre
157	*Note: Fuel at cost of hirer; bus must be returned with full tank of fuel. Annual report*	Council	Taxable	\$0.00	\$0.00
158	Annual budget*	Council	Taxable	At cost as per photocopying charges	At cost as per photocopying charges
*Available on Council's website					

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
DISABLED PARKING LABELS					
159	Disabled parking labels	Council	Non Taxable	\$9.00	\$9.00
ELECTIONS					
160	Candidate deposits	statutory fee	Non Taxable	\$250.00	\$350.00
161	Failure to vote fines	statutory fee	Non Taxable	\$70.00	\$78.00
FIRE PREVENTION NOTICES					
162	Fire hazard removal	Council	Taxable	\$165.00 plus fire hazard removal costs	\$170.00 plus fire hazard removal costs
163	Failure to comply with fire prevention notice	statutory fee	Non Taxable	\$1,555.00	\$1,586.00
FREEDOM OF INFORMATION REQUESTS					
164	Freedom of information - Application fee	statutory fee	Non Taxable	\$27.90	\$28.40
165	Freedom of information – Search fee	statutory fee	Non Taxable	\$20.90 per hour	\$21.30 per hour
166	Freedom of information – Supervision charge	statutory fee	Non Taxable	\$5.20 per 15 minutes	\$5.30 per 15 minutes
167	Freedom of information – Photocopy charge (Black & White)	statutory fee	Non Taxable	\$0.20 per A4 page	\$0.20 per A4 page
GARBAGE BIN SALES					
168	Garbage bins – 120 litre	Council	Taxable	\$70.00	\$70.00
169	Garbage bins – 240 litre	Council	Taxable	\$90.00	\$90.00
170	Garbage bins – Replacement lid 120 litre	Council	Taxable	\$20.00	\$20.00
171	Garbage bins – Replacement lid 240 litre	Council	Taxable	\$20.00	\$20.00
HALL HIRE					
Jeparit Hall					
172	Bond	Council	Taxable	\$200.00	\$200.00
173	Hall Hire – Community Groups – Full day	Council	Taxable	\$155.00	\$155.00
174	Hall Hire – Community Groups – Half day	Council	Taxable	\$105.00	\$105.00
175	Hall Hire – Community Groups - Evening	Council	Taxable	\$105.00	\$105.00
176	Hall Hire – Private Functions	Council	Taxable	360.00	360.00
177	Hall Hire – Meetings (Up To 3 Hours)	Council	Taxable	\$80.00	\$80.00
178	Kitchen	Council	Taxable	\$35.00	\$35.00
179	Cool room	Council	Taxable	\$20.00	\$20.00
180	Small Meeting Room – Hourly Rate	Council	Taxable	\$15.00	\$15.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
Nhill Memorial Community Centre					
181	Bond - Hall Hire	Council	Taxable	\$200.00	\$200.00
182	Hall Hire – Community Groups – Full day	Council	Taxable	\$200.00	\$200.00
183	Hall Hire – Community Groups – Half day	Council	Taxable	\$150.00	\$150.00
184	Hall Hire – Community Groups - Evening	Council	Taxable	\$150.00	\$150.00
185	Hall Hire – Private Functions	Council	Taxable	\$450.00	\$450.00
186	Hall Hire – Meetings (Up To 3 Hours)	Council	Taxable	\$200.00	\$200.00
187	Hall Hire – Functions -after 1am per hour	Council	Taxable	\$50.00	\$50.00
188	Hall Hire – Set up / Pack up (daily)	Council	Taxable	\$50.00	\$50.00
189	Kitchen / Bar / Cool room Hire	Council	Taxable	\$150.00	\$150.00
190	Baby Grand Piano	Council	Taxable	\$50.00	\$50.00
191	Table Cloths - Round or Oblong	Council	Taxable	\$15.00	\$15.00
192	Cleaning	Council	Taxable	\$150.00	\$150.00
Movie Tickets					
193	Adult	Council	Taxable	\$12.00	\$12.00
194	Child	Council	Taxable	\$7.00	\$7.00
195	Family (2 Adults/3 Children)	Council	Taxable	\$30.00	\$30.00
VIP Seating					
VIP Seating includes medium popcorn and a drink.					
196	Adult	Council	Taxable		\$25.00
197	Concession	Council	Taxable		\$20.00
HANDYMAN CHARGES					
198	Low income rate – per hour plus materials	Council	Non Taxable	\$12.30	\$12.55
199	Medium income rate – per hour plus materials	Council	Non Taxable	\$18.45	\$18.80
200	High income rate – per hour plus materials	Council	Non Taxable	\$33.66	\$34.33
HEALTH REGISTRATIONS					
201	Food premises class 1 (hospital / aged care / child care)	Council	Non Taxable	\$380.00	\$387.50
202	Food premises class 2 standard (including community groups)	Council	Non Taxable	\$280.00	\$285.50
203	Food premises class 3 (including community groups)	Council	Non Taxable	\$140.00	\$142.50
204	Food premises class 4	Council	Non Taxable	\$0.00	\$0.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
205	Food premises class limited operation – no more than 25 hours per week or 3 days per week (including community groups)	Council	Non Taxable	\$65.00	\$66.00
206	Temporary food permit – individual or business (max. 12 events)	Council	Non Taxable	\$12.00 per event / \$50.00 per year (max 12 events)	\$12.00 per event / \$50.00 per year (max 12 events)
207	Temporary food permit – community group (max. 12 events)	Council	Non Taxable	No charge (max 12 events)	No charge (max 12 events)
208	Transfer of food premises	Council	Non Taxable	50% of annual fee	50% of annual fee
209	Hairdressers / Beauty	Council	Non Taxable	\$165.00	\$168.00
210	Hairdresser / Beauty – Limited operations	Council	Non Taxable	50% of annual fee	50% of annual fee
211	Transfer of registration – Hairdressers	Council	Non Taxable	\$80.00	\$81.50
212	Prescribed accommodation	Council	Non Taxable	\$205.00	\$209.00
213	Transfer of registration – Accommodation	Council	Non Taxable	50% of annual fee	50% of annual fee
214	Caravan parks – Total number of sites (other than camp sites)				
215	Not exceeding 25	Statutory fee	Non Taxable	\$234.00	\$238.50
216	Exceeding 25 but not 50	Statutory fee	Non Taxable	\$465.00	\$474.00
217	Exceeding 50 but not 100	Statutory fee	Non Taxable	\$938.00	\$956.50
218	Transfer of registration – Caravan park	Council	Non Taxable	\$80.00	\$81.50
219	Transfer of registration – Health Premises	Council	Non Taxable	50% of annual fee	50% of annual fee
220	Late payment penalty for all registrations	Council	Non Taxable	50% of annual fee	50% of annual fee
	AGED & DISABILITY SERVICES – GENERAL				
221	Low income rate – Single per hour	Council	Non Taxable	\$7.30	\$7.45
222	Low income rate – Couple per hour	Council	Non Taxable	\$8.00	\$8.15
223	Medium income rate – Single per hour	Council	Non Taxable	\$13.70	\$13.95
224	Medium income rate – Couple per hour	Council	Non Taxable	\$15.80	\$16.10

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
225	High income rate – Single per hour	Council	Non Taxable	\$18.20	\$18.55
226	High income rate – Couple per hour	Council	Non Taxable	\$21.50	\$21.90
AGED & DISABILITY SERVICES – AGENCY					
227	6am to 6pm - per hour	Council	Taxable	\$52.03	\$53.07
228	Home maintenance – per hour	Council	Taxable	\$60.47	\$61.68
229	After Hours / Weekends – per hour	Council	Taxable	\$60.47	\$61.68
230	Public Holidays – per hour	Council	Taxable	\$74.62	\$76.11
231	Travel – per kilometre	Council	Taxable	\$1.20	\$1.22
AGED & DISABILITY SERVICES– PERSONAL					
232	Low income rate – Single or Couple per hour	Council	Non Taxable	\$5.00	\$5.10
233	Medium income rate – Single or Couple per hour	Council	Non Taxable	\$7.80	\$7.95
234	High income rate – Single or Couple per hour	Council	Non Taxable	\$14.45	\$14.70
AGED & DISABILITY SERVICES – RESPITE					
235	Low income rate – Single or Couple per hour	Council	Non Taxable	\$4.10	\$4.20
236	Medium income rate – Single or Couple per hour	Council	Non Taxable	\$7.80	\$7.95
237	High income rate – Single or Couple per hour	Council	Non Taxable	\$12.30	\$12.55
INSURANCE					
238	Stall Holder – One off event	Council	Taxable	\$34.00	\$34.50
239	Stall Holder – Regular event	Council	Taxable	\$18.50	\$19.00
240	Hall hire	Council	Taxable	\$14.00	\$14.50
241	Performers, Buskers, Artists	Council	Taxable	\$34.00	\$34.50
242	Tutors Non Sporting (Music Teachers, Craft Teachers etc.) – Annual Coverage	Council	Taxable	\$180.00	\$183.50
LITTERING FINES					
243	Littering fines - Deposit small item of litter	statutory fee	Non Taxable	\$311.00	\$317.00
244	Littering fines - Deposit litter	statutory fee	Non Taxable	\$311.00	\$317.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
245	Littering fines - Deposit burning litter	statutory fee	Non Taxable	\$622.00	\$634.00
246	Unsecured Load fines	Council	Non Taxable	\$311.00	\$317.00
LOCAL LAW PERMIT FEES					
247	Environmental Health – Fire permits	Council	Non Taxable	\$35.00	\$36.00
248	Environmental Health – Waste containers	Council	Non Taxable	\$55.00	\$56.00
Environmental Health – Keeping of Animals					
249	Dogs - permit to exceed prescribed number of animals (where no planning permit required)	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
250	Cats - permit to exceed prescribed number of animals (where no planning permit required)	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
251	Horses and Cattle	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
252	Domestic Birds and Poultry	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
253	Pigeons	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
254	Rodents and Reptiles	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
255	Other Animals	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
256	Different types of Animals	Council	Non Taxable	\$190.00 / 3 years	195.00 / 3 years
257	Recreational Vehicles	Council	Non Taxable	\$25.00	26.00
258	Street traders and collectors permits	Council	Non Taxable	\$41.00	42.00
259	Streets and Roads – Temporary vehicle crossing	Council	Non Taxable	No Fee	No Fee
260	Streets and Roads – Heavy or Long Vehicles	Council	Non Taxable	\$77.00	80.00
261	Streets and Roads – Removal of Firewood	Council	Non Taxable	\$26.00	27.00
262	Streets and Roads – Cut and Burn on Road Reserves	Council	Non Taxable	\$35.00	36.00
Protection of Council Assets (These fees are set by VicRoads on 1 July each year)					
263	Road opening permit – L1	Council	Taxable	TBC	\$612.90

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
264	Road opening permit – L2	Council	Taxable	TBC	\$334.20
265	Road opening permit – L3	Council	Taxable	TBC	\$132.20
266	Road opening permit – L4	Council	Taxable	TBC	\$85.30
267	Legal point of discharge	Council	Taxable	TBC	\$65.40
268	Asset Surveillance	Council	Taxable	TBC	\$65.50
	Other				
269	Abandoned motor vehicle	Council	Non Taxable	\$220.00 plus expenses, towing etc.	250.00 plus expenses, towing etc.
270	Signs on pavement, street furniture and/or merchandise	Council	Non Taxable	\$175.00 / 3 years	180.00 / 3 years
	MEALS ON WHEELS				
271	Meals on Wheels – per meal (Client Fee - Low / Medium Income)	Council	Non Taxable	\$10.15	\$10.35
272	Meals on Wheels – per meal (Client Fee – High Income)	Council	Non Taxable	\$13.35	\$13.60
273	Meals on Wheels – per meal (Agency Fee / Non HACC funded)	Council	Taxable	\$14.65	\$14.95
	MUSEUM FEES				
	Wimmera Mallee Pioneer Museum Fees				
274	Adult	Council	Taxable	\$10.00	\$10.00
275	Pensioner	Council	Taxable	\$6.00	\$6.00
276	Adult over 90	Council	Taxable	\$0.00	\$0.00
277	Children under 5	Council	Taxable	\$0.00	\$0.00
278	Children under 12	Council	Taxable	\$3.00	\$3.00
279	Family	Council	Taxable	\$20.00	\$20.00
280	Groups of 10 or more	Council	Taxable	\$5.00	\$5.00
281	School Groups	Council	Taxable	\$5.00 per student / Teachers no charge	\$5.00 per student / Teachers no charge
	Yurunga Homestead Fees				
282	Adult	Council	Taxable	\$5.00	\$5.00
283	Children under 12	Council	Taxable	\$3.00	\$3.00
284	Entry & Afternoon Tea (first Sunday of the month)	Council	Taxable	\$10.00	\$10.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
PARKING FINES					
285	Heavy vehicles parked in a built up area longer than 1 hour	statutory fee	Non Taxable	\$93.00	\$95.00
286	Parked in a disabled area	statutory fee	Non Taxable	\$155.00	\$159.00
287	Stopped in a no stopping area	statutory fee	Non Taxable	\$155.00	\$159.00
288	Stopped in a children's crossing	statutory fee	Non Taxable	\$155.00	\$159.00
289	Stopped in a loading zone	statutory fee	Non Taxable	\$155.00	\$159.00
PHOTOCOPIES					
290	A4 - Black and White	Council	Taxable	\$0.55	\$0.55
291	A4 – Colour	Council	Taxable	\$1.10	\$1.10
292	A3 – Black and White	Council	Taxable	\$1.10	\$1.10
293	A3 – Colour	Council	Taxable	\$2.20	\$2.20
294	Engineering Plans	Council	Taxable	\$6.90	\$7.00
295	A2 – Black and White	Council	Taxable	\$15.30	\$15.60
296	A2 – Colour	Council	Taxable	\$20.50	\$20.90
297	A1 – Black and White	Council	Taxable	\$25.60	\$26.10
298	A1 – Colour	Council	Taxable	\$29.75	\$30.35
299	A0 – Black and White	Council	Taxable	\$29.00	\$29.60
300	A0 – Colour	Council	Taxable	\$34.65	\$35.35
301	B Size Surcharge	Council	Taxable	\$3.10	\$3.15
302	Full Height Banner Print	Council	Taxable	\$46.10	\$47.00
	Satin Photo Paper	Council	Taxable		\$6.00 per metre
303	Large Format Sticker	Council	Taxable		\$12.00 per metre
PLANNING					
304	Planning certificate fee	statutory fee	Non Taxable	\$18.20	\$21.30
305	Certificate of Compliance	statutory fee	Non Taxable	\$306.70	\$312.80
Applications for Permits (Regulation 9)					
306	Class 1 - Use Only		Non Taxable	\$1,240.70	\$1,265.60

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
307	Class 2 - 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: <\$10,000	statutory fee	Non Taxable	\$188.20	\$192.00
308	>\$10,000 - \$100,000	statutory fee	Non Taxable	\$592.50	\$604.40
309	>\$100,001 - \$500,000	statutory fee	Non Taxable	\$1,212.80	\$1,237.10
310	>\$500,001 - \$1,000,000	statutory fee	Non Taxable	\$1,310.40	\$1,336.70
311	>\$1,000,000 - \$2,000,000	statutory fee	Non Taxable		\$1,436.70
	VicSmart VicSmart application if the estimated cost of development is:				
312	<\$10,000	statutory fee	Non Taxable		\$192.00
313	>\$10,000	statutory fee	Non Taxable		\$412.40
	Permits				
314	<\$100,000	statutory fee	Non Taxable		\$1,102.10
315	\$100,000 - \$1,000,000	statutory fee	Non Taxable		\$1,486.00
316	\$1,000,001 - \$5,000,000	statutory fee	Non Taxable		\$3,277.70
317	\$5,000,001 - \$15,000,000	statutory fee	Non Taxable		\$8,354.30
318	\$15,000,001 - \$50,000,000	statutory fee	Non Taxable		\$24,636.20
319	>\$50,000,001	statutory fee	Non Taxable	\$16,130.00	\$55,372.70
320	Class 12 - To subdivide an existing building	statutory fee	Non Taxable	\$386.00	\$1,265.60
321	Class 13 - To subdivide land into two lots	statutory fee	Non Taxable	\$386.00	\$1,265.60
322	Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots	statutory fee	Non Taxable	\$386.00	\$1,265.60
323	Class 15 - To subdivide land	statutory fee	Non Taxable	\$781.00	\$1,265.60 per 100 lots created

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
324	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 application in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction	statutory fee	Non Taxable	\$249.00	\$1,265.60
325	Class 17 - To create, vary or remove a restriction under the Subdivision Act 1988; or To remove a right of way	statutory fee	Non Taxable	\$541.00	\$1,265.60
326	Class 18 - To create, vary or remove an easement other than a right of way; or To vary or remove a condition in the nature of an easement other than a right of way in a Crown grant	statutory fee	Non Taxable	\$404.00	\$1,265.60
327	Class 21 – A permit otherwise not provided for in regulation	statutory fee	Non Taxable		\$1,265.00
	Amendments to permits				
328	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	statutory fee	Non Taxable		\$1,265.60
329	Amendment to a permit (other than a permit to develop land for a single dwelling per lot to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	statutory fee	Non Taxable		\$1,265.60
330	Amendment to a class 2 permit	statutory fee	Non Taxable		\$192.00
331	Amendment to a class 3 permit	statutory fee	Non Taxable		\$604.40
332	Amendment to a class 4 permit	statutory fee	Non Taxable		\$1,237.10
333	Amendment to a class 5 or class 6 permit	statutory fee	Non Taxable		\$1,336.70
334	Amendment to a class 7 permit	statutory fee	Non Taxable		\$192.00
335	Amendment to a class 8 permit	statutory fee	Non Taxable		\$412.40
336	Amendment to a class 9 permit	statutory fee	Non Taxable		\$192.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
337	Amendment to a class 10 permit	statutory fee	Non Taxable		\$1,102.10
338	Amendment to a class 11 permit	statutory fee	Non Taxable		\$1,486.00
339	Amendment to a class 12, 13, 14 or 15 permit	statutory fee	Non Taxable		\$3,277.70
340	Amendment to a class 16 permit	statutory fee	Non Taxable		\$1,265.60
341	Amendment to a class 17 permit	statutory fee	Non Taxable		\$1,265.60
342	Amendment to a class 18 permit	statutory fee	Non Taxable		\$1,265.60
343	Amendment to a class 19 permit	statutory fee	Non Taxable		\$1,265.60 per 100 lots created
344	Amendment to a class 20 permit	statutory fee	Non Taxable		\$1,265.60
345	Amendment to a class 21 permit	statutory fee	Non Taxable		\$1,265.60
	Planning Additional Fees – Council Advertising				
346	Advertising conducted by Council on applicant's Behalf	Council	Taxable		At Cost
347	Newspaper advertisement	Council	Taxable		At Cost
348	Additional notices (More than 10)	Council	Taxable		At Cost
349	Withdrawal of Application When No work Undertaken:	Council	Taxable		TBC
350	After request for further information but prior to commencement of advertising:	Council	Taxable		50% of the application fee refunded
351	After advertising	Council	Taxable		Refund discretionary
352	Secondary Consent	Council	Taxable		Refund discretionary
353	Extension of Time	Council	Taxable		No refund

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
354	Section 173 Agreements	Council	Taxable		\$197.75
355	Written Advice on Planning Controls	Council	Taxable		TBC
356	Copy of Permit and Endorsed Plans	Council	Taxable		Actual Legal Cost
PUBLIC SPACES					
357	Minor use of facilities – Parks, Soundshells, Rotundas etc.	Council	Taxable	\$30.00 per event	\$30.50 per event
358	Major use of facilities – Parks, Soundshells, Rotundas etc.	Council	Taxable	\$150.00 per event	\$153.00 per event
RECYCLING TRAILER					
359	Recycling Trailer Hire	Council	Taxable	\$10.00 per event	\$10.00 per event
SALEYARD FEE					
360	Pigs	Council	Taxable	\$0.64 per pig / day	\$0.65 per pig / day
361	Sheep	Council	Taxable	\$0.64 per sheep / day	\$0.65 per sheep / day
362	Yard Fee per sale	Council	Taxable	\$1,230.00 per agent	\$1,254.50 per agent
SEPTIC TANK FEES					
363	Septic Tank fees – per application	Council	Non Taxable	\$290.00	\$296.00
364	Septic Tank fees – alteration to existing system	Council	Non Taxable	\$165.00	\$168.00
SWIMMING POOLS					
Note: Swimming Pool fees are set by the contractor					
WASTE DEPOT					
Unsorted recyclables, general waste and hard plastic					
365	Car boot	Council	Taxable	\$10.50	\$10.50
366	6 x 4 trailer / ute – Level	Council	Taxable	\$26.50	\$27.00
367	6 x 4 trailer / ute – Heaped	Council	Taxable	\$49.50	\$50.50
368	Tandem trailer / Light truck – Level	Council	Taxable	\$71.50	\$73.00
369	Tandem trailer / Light truck – Heaped	Council	Taxable	\$136.50	\$139.00
370	Builders waste clean sorted – Per cubic metre	Council	Taxable	\$62.00	\$63.00

Ref #	Description	Nature of Fee	GST	2016-17 Fee Incl. GST \$	2017-18 Fee Incl. GST \$
	Builders waste dirty non-sorted – Per cubic metre	Council	Taxable	\$150.00	\$153.00
371	Concrete Non-sorted – Per tonne	Council	Taxable	\$105.00	\$107.00
	Concrete Clean, sorted – Per tonne	Council	Taxable	\$30.50	\$31.00
372	Heavy truck loads	Council	Taxable	Not accepted	Not accepted
373	Mattresses (Double and larger)	Council	Taxable	\$42.00	\$43.00
374	Mattresses (Single)	Council	Taxable	\$21.00	\$21.50
375	Asbestos	Council	Taxable	\$1.50 / per kilogram	\$1.50 / per kilogram
	Sorted recyclables				
376	Newspapers, Cardboard, Bottles, Cans etc.	Council	Taxable	Free	Free
	Tyres				
377	Car and Motorcycle	Council	Taxable	\$7.50	\$7.50
378	Light Commercial	Council	Taxable	\$22.00	\$22.50
379	Truck – Standard	Council	Taxable	\$35.50	\$36.00
380	Tractor	Council	Taxable	\$82.00	\$83.50
	Car Bodies				
381	Car Bodies	Council	Taxable	\$26.00	\$26.50
	Green Waste & Timber				
382	Car boot	Council	Taxable	\$5.00	\$5.00
382	6 x 4 trailer / ute – Level	Council	Taxable	\$10.50	\$10.50
384	6 x 4 trailer / ute – Heaped	Council	Taxable	\$13.00	\$13.00
385	Tandem trailer / Light truck – Level	Council	Taxable	\$19.00	\$19.50
386	Tandem trailer / Light truck – Heaped	Council	Taxable	\$25.00	\$25.50
387	Heavy truck	Council	Taxable	\$47.00	\$48.00
	E-Waste				
388	E-Waste – TV's, washing machines, computers etc.	Council	Taxable	\$5.00 per unit	\$5.00 per unit
	Furniture				
389	Small Item – e.g. Chair	Council	Taxable	\$10.00 per unit	\$10.00 per unit
390	Large Item – e.g. Couch, bed, dressing table, wardrobe etc.	Council	Taxable	\$30.00 per unit	\$30.50 per unit
	WOOD PERMITS				
391	Council controlled land – Full rate	Council	Taxable	\$26.00	27.00
392	Council controlled land – Pensioner rate	Council	Taxable	\$16.00	17.00

Appendix E - Abbreviations & Glossary

Abbreviation	Description
A/c	Account Number
CIV	Capital Improved Value
CPI	Consumer Price Index
EFT	Equivalent Full Time staff numbers
GST	Goods and Services Tax
HACC	Home and Community Care
k	Thousand
km	Kilometre
m	Million
NDRF	Natural Disaster Recovery Fund
M&CH	Maternal and Child Health
WDA	Wimmera Development Association
MAV	Municipal Association of Victoria
MEMP	Municipal Emergency Management Plan
OH&S	Occupational Health and Safety
PA	Per Annum
RLCIP	Regional and Local Community Infrastructure Program
RDV	Regional Development Victoria (State Government)
SES	State Emergency Service
SRP	Strategic Resource Plan
VGC	Victoria Grants Commission
WDV	Written Down Value

Glossary	Definition
Ad Valorem Rates	Rates issued on the valuation of a property as opposed to a flat charge
Capital Expenditure	The purchase or construction of assets that are expected to have a life of more than 1 year.
Capital Grants	Grants that are paid to fund projects of a capital nature, including capital expenditure on Council owned land and operating expenditure of a capital nature on Crown land.
Cash	Includes cash on hand and highly liquid investments.
Contracts & Materials	Includes payments to third parties for goods received and services rendered.
Contributions & Recoupments	Includes payments to third parties for goods received and services rendered.
Contributions & Recoupments	Includes income for works performed by Council on behalf of third parties, contributions from community groups towards the construction or upgrade of community assets, contributions either in cash or in kind from developers, and minor recoups of some operating expenditure.
Council Plan	An annual plan containing Council's strategic objectives, strategic indicators and business plan strategies for the next 4 years.
CPI	Consumer Price Index, being a measure of the movement of prices in the economy over time.
Current Assets	Assets that are expected to be consumed or converted into cash within 1 year such as stock on hand, debtors, cash and investments.
Current Liabilities	Amounts owed to third parties by the Council that are expected to be settled within 1 year, such as trust funds, sundry creditors, and annual leave accrued.
Debt Servicing	The interest expense of borrowings.
Depreciation	The systematic allocation of the net cost of a long-term asset over its useful life. Depreciation is an annual operating expense; therefore it is the process

Glossary	Definition
	of expensing long-term costs.
Employee Costs	Wages and salaries paid to employees plus labour on-costs such as superannuation, WorkCover premium, annual leave, long service leave and Fringe Benefits Tax.
Grants	Includes granted assets (usually cash) received from third parties such as Government Departments towards the cost of programs and capital expenditure.
MAV	Municipal Association of Victoria – the main industry body representing Victorian Councils.
Non-Current Assets	Assets with a useful life of more than 1 year, such as land, buildings, plant and machinery, furniture and equipment, and infrastructure.
Non-Current Liabilities	Amounts owed to third parties by the Council that are not expected to be settled within 1 year, such as long-term loans.
Operating Expenditure	Expenditure on contracts and materials, employee costs, depreciation and debt servicing.
Operating Income	Income received from rates, grants and subsidies, contributions and recoupments, fees and charges, and interest on investments.
Operating Surplus	The excess of operating income over operating expenditure used to fund capital expenditure and debt redemption.
Overheads	Includes postage, vehicle operating costs, telephone, information technology, accounts payable, accounts receivable, depot operating costs, furniture and equipment, cleaning, lighting, heating, printing and stationery, office building maintenance, word processing, and insurance.
Own Source Revenue	Revenue, plus profit on sales, less grants.
Rate-in-the-dollar	The ad-valorem rates on an individual property divided by the total valuation of the property.
Retained Earnings	The accumulated surpluses from prior accounting periods represented by working capital or net current assets (current assets less current liabilities).
Strategic Resource Plan	Council's Strategic Resource Plan that sets out Council's long-term financial strategy for a four-year period. This document forms part of the Council Plan.
Supplementary Rates	Rates levied on properties as a result of new building works, land subdivisions, or land consolidations.
"The Act"	Unless otherwise stated, the Local Government Act 1989.
Underlying Operating Result	The annual operating surplus or deficit in a 'normal' year. It excludes major 'one-off' items that distort the true financial performance of the Council.
VGC	Victoria Grants Commission – a body charged with the allocation of federal untied grants to Victorian Councils.
WDV of Assets Sold	The Written Down Value of an asset is an operating expense. It represents the undepreciated net cost of a long-term asset at the time it is sold. In the case of land sales, it represents the cost of land sold.
Working Capital	A measure of short-term liquidity represented by current assets less current liabilities.

HINDMARSH SHIRE COUNCIL 2017-18 BUDGET

FOR FURTHER INFORMATION OR QUERIES

Customer Service Centres
92 Nelson Street
Nhill 3418
03 5391 4444

101 Lloyd Street
Dimboola 3414
03 5391 4452

10 Roy Street
Jeparit 3423
03 5391 4450

Federal Street
Rainbow 3424
03 5391 4451

92 Nelson Street
Nhill, Vic, 3418

Telephone 5391 4444





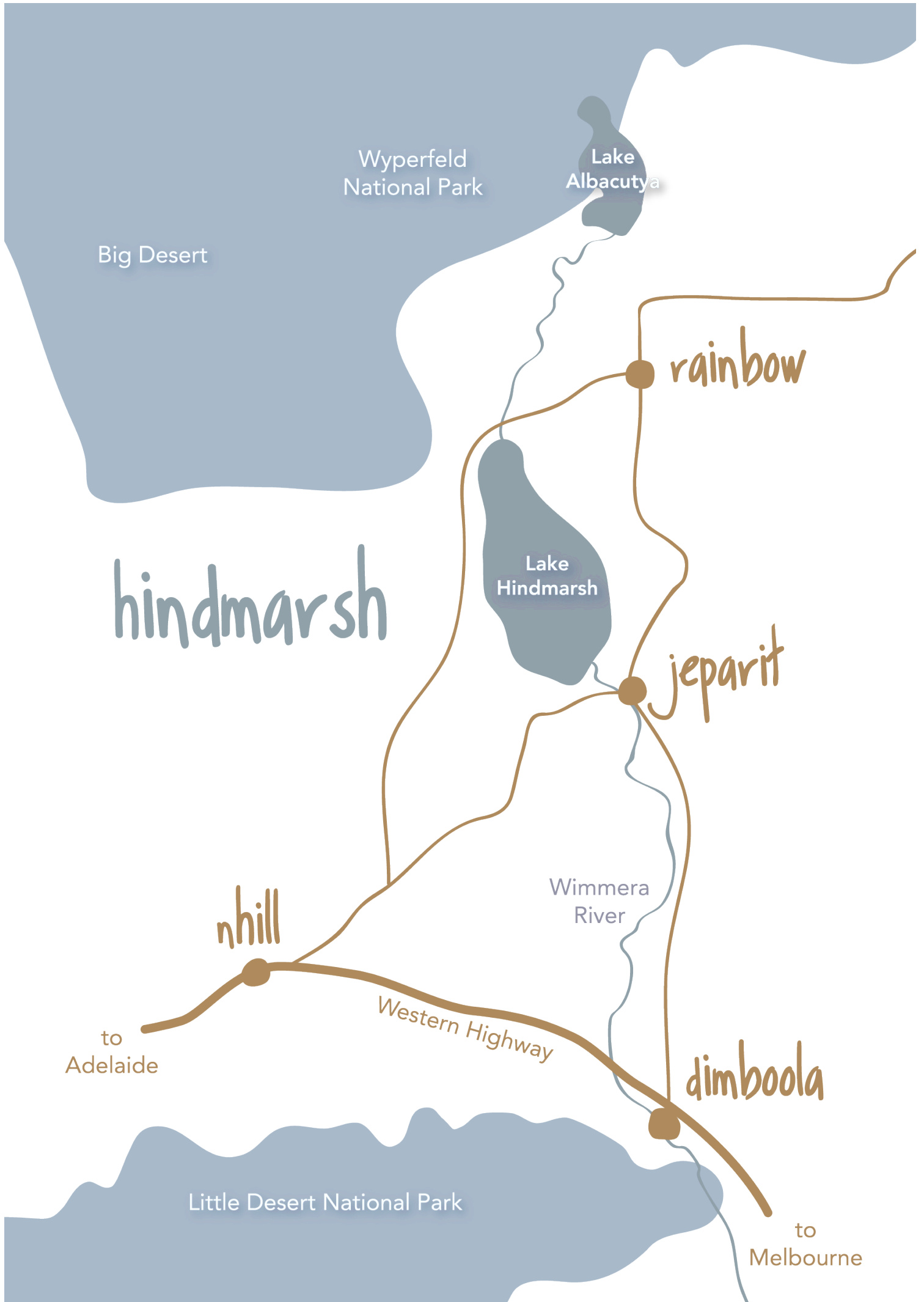
COUNCIL PLAN 2017-2021

Adopted XXXXX 2017



Draft







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Welcome to Hindmarsh Shire.

We acknowledge the Indigenous community as the first owners of this country. We recognise the important ongoing role that indigenous people have in our community.



**Cr Ron Ismay, Cr Rob Gersch, Cr Tony Schneider, Cr David Colbert,
Cr Debra Nelson (Mayor), Cr Ron Lowe (Deputy Mayor) (left to right)**

Our vision:

A caring, active community enhanced by its liveability, environment and economy.

Our mission:

To provide accessible services to enable the community to be healthy, active and engaged.

To provide infrastructure essential to support the community.

To protect and enhance our natural environment.

To foster a thriving and diversified local economy where economic growth is encouraged and supported.

To realise the excellence in our people, processes and systems.

Our values

Respect, integrity, good leadership, surpassing expectations, & enthusiasm

At the heart of our values is our commitment to our community. Our values help build our culture and guide us in all our decisions, actions and interactions.

Respect

- We work together to build strong relationships with each other, our community and our other stakeholders
- We show consideration for one another and embrace each other's differences

Integrity

- We model ethical behaviour in all our words and actions
- We are transparent and accountable
- Our interactions with others are based on honesty and trust

Good leadership

- We dare to explore new opportunities and challenge the way "things have always been done"
- We demonstrate the courage to do what is right
- We take responsibility and empower our community and employees to do the same
- We are flexible and receptive to new ideas

Surpassing expectations

- We understand our community's needs and strive to exceed expectations
- We regularly review the way we do things so that we can continue to improve
- We believe achievement is more than measuring results, it is securing excellent, sustainable outcomes for our community

Enthusiasm

- We are united by our passion for our community
- We create a positive environment that promotes happiness, belonging and participation



Message from the Mayor

Our commitment to you

The Council Plan 2017-2021 reflects the aspirations of the Council elected in October 2016. Council has many competing priorities and the current challenge is to achieve the objectives detailed in this Plan within an increasingly tight financial environment.

The Council Plan is reflective of an unprecedented amount of community consultation undertaken by Council in the preceding years, including for the development of Jeparit and Rainbow Community Plans, Dimboola and Nhill Community Precinct Plans, Hindmarsh Youth Strategy, Hindmarsh Shire Sport and Recreation Strategy and Economic Development Strategy. Council has also engaged strongly with our farming community to determine priorities for the maintenance and development of our road network.

Council has taken into account the needs and aspirations raised by our communities, many of these are included in this Plan and Council will work towards securing external funding where required.

Council has also included priorities supporting the health and wellbeing of our community in this Plan. In identifying the priorities, Council has worked cooperatively with other stakeholders in this space, in particular the Wimmera Primary Care Partnership, West Wimmera Health Service and Wimmera Health Care Group.

Council values the tremendous partnership we have with our community. We acknowledge the hard work of our committed band of volunteers throughout the Shire who not only helped identify their community's aspirations but also are actively involved in turning these aspirations into reality.

With the continued support of the community, Council employees, and financial support from the State and Federal governments, much has been achieved in the past and positioned us well for the future.

Council continues to deal with the challenges of population decline, skill shortages, and maintenance of essential infrastructure. Over the life of this Plan, we will continue to work closely with governments and their agencies, the Wimmera Development Association, our neighbouring councils, the business community and other organisations to find solutions to these challenges.

I commend this Council Plan to the Hindmarsh Shire community, and I trust that it reflects the wishes and aspirations of the community we serve.



Debra Nelson
Mayor

Message from the Chief Executive Officer

The Council Plan outlines the current operating environment for Council. It identifies trends in demographics, spells out challenges, and provides insights into Council's approach to service delivery over the next four years.

The Council Plan contains exciting initiatives that we believe will develop our community, look after the environment we live, work and play in, underpin our local economy into the future, and continually improve our business operations. These initiatives take into account our community's aspirations and views which we have gathered in an unprecedented effort at community engagement over the last two years. They include support for our volunteers, a commitment to continue engaging with our farming community and to broaden the engagement of our young people. They support our community's aspirations, with the inclusion of community projects like the Dimboola Community, Civic and Business Hub and new skate parks in Nhill, Rainbow and Dimboola. They recognise the importance of sport and recreation with the redevelopment of the Rainbow Recreation Reserve Change Rooms and the enhancement of our river and lakes environment. The strategies finally continue Council's focus on the economic development of our communities, including some exciting tourism initiatives like the Wimmera River Discovery Trail and implementation of the Wimmera Mallee Pioneer Museum Master Plan.

We have grouped our strategies into four broad key result areas (KRAs). These KRAs reflect Council's priorities and provide a framework for implementing, reporting and monitoring our strategies:

- **Community Liveability;**
- **Built and Natural Environment;**
- **Competitive and Innovative Economy; and**
- **Our People, Our Processes.**

Hindmarsh Shire Council's Plan and KRAs align closely with our region's priorities as reflected in the Wimmera Southern Mallee Regional Strategic Plan (WSMRSP) and the work of the Wimmera Southern Mallee Regional Partnership.

In our 2017/21 Council Plan, we have chosen to include initiatives supporting the health and wellbeing of our communities. While such initiatives are often documented in a separate Municipal Public Health and Wellbeing Plan, we believe their inclusion in this Council Plan will help facilitate one of the key objectives of any local government: to improve the quality of life of the people in our community.

Strategic planning is a journey to a future state. It's about describing where we are now and where we want to be. By overcoming challenges, working together as a team, Council is confident that the community will look back and acknowledge that considerable progress has been made and that we have made a positive difference to people's lives.



Greg Wood
Chief Executive Officer

Your role in this plan

Our community has actively contributed ideas and priorities to this Plan through feedback we have gathered in consultations across a range of topics.

This document may be called a “Council Plan” but it is as much a plan for our organisation as it is a roadmap for the whole shire.

In a close-knit rural community like ours, we rely heavily not just on your input into our strategies and plans but also on your active involvement in their implementation. There are many ways to be involved, including:

- membership of a town committee;
- volunteering at working bees;
- advocating to local members of parliament;
- contacting your local councillor about particular projects; or
- attending Council meetings and other forums on particular issues.

Council is committed to achieving all strategies contained in the Council Plan, and over the next four years, we will continue to seek your views to ensure our Plan remains relevant to our community and reflective of our community’s aspirations. Each year our Annual Report outlines our progress on the Council Plan. The CEO monitors progress and presents a quarterly implementation report to Council.

As a member of our Hindmarsh community we would like to invite you to ask questions about the Plan’s implementation at Council meetings, speak to a member of staff, contact your local councillor or attend town committee meetings.

Health and Wellbeing Plan

“Health is a state of complete physical, mental and social wellbeing, and not merely the absence of disease or infirmity.”
World Health Organisation, 1948

Under the Public Health and Wellbeing Act 2008; Sections, 26 and 27, local government in Victoria must plan for the health and wellbeing of its community. The legislation allows for this to be done through either a standalone Municipal Public Health and Wellbeing Plan (MPHWP) or through the inclusion of public health matters in a Council Plan.

However, it is not just legislation that drives Council’s interest in health and wellbeing but our aim to build a strong and resilient community. Local government has a direct impact on some of the most powerful influences on health and wellbeing, acting across the social, economic, built and natural environments for health. We are ideally placed to have a profound impact on the quality of life and health of our residents or visitors.

The Public Health and Wellbeing Act 2008 mandates that councils must prepare a Municipal Public Health and Wellbeing Plan (MPHWP) every four years following council elections.

Councils seeking an exemption from a stand-alone MPHWP must meet the requirements of section 27(3) of the Public Health and Wellbeing Act as follows:

A Council may apply to the Secretary for an exemption from complying with section 26 by submitting a draft of the Council Plan or Strategic Plan which addresses the matters specified in section 26(2).

Section 27(2) also requires that health and wellbeing planning must be reviewed annually whether it is captured as a stand-alone or included in a Council Plan. Given these section 27 requirements, inclusion of public health and wellbeing matters in the Council Plan does not materially change what is required of councils, it simply allows for an alternative way of considering and documenting the public health and wellbeing goals and strategies that arise from the planning processes.

In considering its health and wellbeing priorities, Council has taken into account the impacts of climate change on our community (Climate Change Act), reflected in particular in our strategies around flood mitigation, emergency services and sustainability, and the Victorian Public Health and Wellbeing Plan 2015-2019 (VPHWP) priorities.

The VPHWP 2015-19 continues to emphasise a prevention health systems approach and includes a stronger focus on inequalities in health and wellbeing, the determinants that contribute to inequalities and an explicit focus on improving health and wellbeing across the life course.

The priorities identified in this plan are:

- healthier eating and active living
- tobacco-free living
- reducing harmful alcohol and drug use
- improving mental health
- preventing violence and injury
- improving sexual and reproductive health.

In engagement with our community and regional and local meetings with other stakeholders like the Wimmera Primary Care Partnership, West Wimmera Health Service and Wimmera Health Care Group, four priority areas emerged. Actions and initiatives addressing these priority areas have been developed and included in this Plan's strategies section (page 13 to 28).

Healthy Eating & Living

	LGA measure	LGA rank	State measure
Index of Relative Socio-Economic Disadvantage (IRSD)	947	9	1,010
People with income less than \$400 per week	46.6%	11	39.9%
Median household income	\$785	73	\$1,216
Disability support pension recipients per 1,000 eligible pop.	102.6	7	51.3
People with food insecurity	5.4%	26	4.6%
People reporting type 2 diabetes	5.7%	22	5.0%
People reporting high blood pressure	22.9%	62	25.9%
People reporting heart disease	7.8%	23	6.9%
People reporting being obese	23.0%	24	18.8%
People reporting being pre-obese	36.1%	15	31.2%
People who do not meet dietary guidelines for either fruit or vegetable consumption	53.0%	22	48.6%
People who drink sugar-sweetened soft drink every day	7.9%	68	11.2%
People reporting fair or poor health status	19.6%	9	15.9%
Avoidable deaths among people aged less than 75 years, all causes, per 100,000 population	155.6	8	109.0

Physical Activity

	LGA measure	LGA rank	State measure	
People who do not meet physical activity guidelines	57.2%	20	54.0%	
People who are members of a sports group	38.3%	12	26.5%	
Occupational physical activity, % mostly:	sitting	standing	walking	heavy labour
Hindmarsh	40.0	23.2	12.9	16.7
Victoria	49.6	18.4	16.0	12.8

Social Connection

	LGA measure	LGA rank	State measure
People aged over 75 years who live alone	40.5%	19	35.9%
People with dementia (estimated) per 1,000 population	30.3	5	16.8
People who believe other people can be trusted	41.6%	48	39.1%
People who spoke with more than 5 people on previous day	72.0%	78	78.4%
People who are definitely able to get help from neighbours	72.3%	9	54.5%
People who help as volunteer	40.6%	4	19.3%
People who feel valued by society	59.2%	16	52.9%
People who attended a local community event	78.9%	13	55.7%
People who are members of a religious group	30.7%	1	17.9%
People who rated their community as good or very good for community and support groups	63.1%	47	61.3%

Family Violence

	LGA measure	LGA rank	State measure
Family violence incidents per 1,000 population	11.3	41	12.4

The above provides only a brief snapshot of data related to the priorities areas. Health and wellbeing data considered in the development of our priorities has been sourced from the 2011 and 2016 Australian Census, the 2015 Local Government Area (LGA) Statistical Profiles developed by the Victorian Department of Health and Human Services and the Wimmera Primary Care Partnership Population Health Profile - October 2016.

A note on our engagement with our community:

With a strong history of community engagement behind us, we have undertaken an unprecedented amount of community consultation over the last couple of years, including for the development of Jeparit and Rainbow Community Plans, Dimboola and Nhill Community Precinct Plans, Hindmarsh Youth Strategy, Hindmarsh Shire Sport and Recreation Strategy and Economic Development Strategy. Our community engagement throughout the municipality has helped us understand the needs of our community and establish consensus on priority projects, services and infrastructure with a view to Council working with the communities and our other stakeholders to deliver the priorities over a period of time as described in this Plan.

The community participation for each of the strategic plans mentioned above is detailed in the following table:

Strategic Plan	Participation and engagement
Jeparit Community Plan	9 surveys returned 2 community workshops, 20 attendees
Rainbow Community Plan	21 surveys returned 2 community workshops, 70 attendees
Dimboola Community Precinct Plan	112 online and hardcopy surveys returned 2 community workshops, 55 attendees 1:1 meetings and community listening posts
Nhill Community Precinct Plan	115 online and hardcopy surveys returned 2 community workshops, 40 attendees 1:1 meetings and community listening posts
Hindmarsh Youth Strategy 2016-2020	279 young people (50% of the target population) provided input through surveys and Hindmarsh Shire Youth Council
Economic Development Strategy	1:1 meetings, telephone interviews, community workshops and project meetings with the EDS Advisory Committee. 2 community workshops, 100 attendees
Hindmarsh Shire Sport and Recreation Strategy	Surveys and community meetings in conjunction with precinct plan consultation.
Farmer consultations (incl. feedback on Health & Wellbeing priorities)	11 community workshops, 200+ attendees
Health & Wellbeing consultation	4 regional stakeholder meetings 1 local stakeholder meeting

Our partners

The aims of this plan cannot be achieved without our many partners.

Our community

Parks Victoria
Sporting Clubs
Rainbow Oasis
Town Committees
Nhill Lake Committee
Nhill Learning Centre
Wimmera Uniting Care
Wimmera Mallee Tourism
Women's Health Grampians
Barengi Gadjin Land Council
Wimmera Health Care Group
Grampians Community Health
West Wimmera Health Service
Hindmarsh Shire Youth Council
Primary and Secondary Schools
Recreation Reserves Committees
Grampians Wimmera Mallee Water
Wimmera Development Association
Western Highway Action Committee
Wimmera Regional Sports Assembly
Wimmera Regional Transport Group
Wimmera Regional Library Corporation
Wimmera Catchment Management Authority
Western Victoria Passenger Rail Action Group
Rainbow Learning Group & Neighbourhood House
Our many amazing community groups and businesses
and many more.

Managing the present and planning for the future

The Local Government Act requires councils to make decisions today with regard to the impact on future generations.

Council must manage its present day activities and plan well for the future to achieve our community's expectations. This is no easy task. Council is the level of government closest to the community, and we provide local services that make a big difference in people's daily lives. The community has high expectations of Council and expects us to deliver a large range of services efficiently and effectively. In some cases, the community expects us to achieve outcomes in relation to matters that are beyond our control or jurisdiction.

This section of the Council Plan discusses the major opportunities and challenges facing the shire, explains our advocacy role, and identifies the regulatory and reform operating environment.

The Shire of Hindmarsh is located halfway between Melbourne and Adelaide and comprises 7,500 square kilometres and a population of 5,700. Our four main towns (Dimboola, Jeparit, Nhill and Rainbow) are attractive and have a rich history dating back to the 19th century.

The Shire's economy is largely dependent on agriculture (primary and secondary), health services, manufacturing and retail. Our towns have excellent hospitals, sporting facilities and schools. The Western Highway runs through the Shire, which provides a strategic access advantage.

The Shire has suffered both drought and floods in recent years, however, our communities are resilient, innovative, and hard-working. We have award-winning businesses which are looking to expand into new markets.

Small Population

According to the Australian Bureau of Statistics, the Shire's estimated residential population at the 2016 Census was 5,721. Almost 90% of the population live in the townships of Dimboola (1,730), Jeparit (477), Nhill (2,184) and Rainbow (683). Based on the 2016 Census data, our shire has the second lowest population density in the State of Victoria at less than one person per square kilometre. At the other end of the spectrum, the City of Port Phillip has the highest population density in Victoria with 4,803/per square kilometre. If Port Phillip had Hindmarsh Shire's density, it would have a population of just 16 people. If Hindmarsh Shire had Port Phillip's density, we would have a population of 36 million.

Recent years have seen an increase in residents from a culturally and linguistically diverse background, particularly in Nhill. Approximately 180 Karen have made their home in Nhill since Luv-a-duck initiated employment of five migrants in 2010. Support with paperwork, visa documentation and settlement in general is currently provided by a part-time Settlement Officer as well as the Nhill Neighbourhood House. Council has also received funding for the employment of a Migration Employment Coordinator and is pursuing opportunities for the continued and increased provision of settlement support.

On census night 2016, there were 2,848 males and 2,872 females in the Shire. There were 82 people of indigenous origin. The median age in Hindmarsh is 50 years compared with Australia's median of 38 years.

83.5% stated that they were Australian-born, compared to 8.2% born elsewhere.

English was the only language spoken in 88.0% of homes, compared to 5.4% other languages of which the most common were Karen (2.4% or 140 people), Malayalam (0.5%), Filipino, Dutch and German (all 0.2%).

Agriculture

Agricultural land covers a large part of the Shire and as a major source of employment and wealth, is one of its most valuable assets. Hindmarsh is essentially 'broad acre' dry land farming. The current and future prosperity of the Shire depends heavily on the health and productivity of the land. Major crops include wheat, barley, oats, lupins, field peas, chick peas, canola, vetches, lentils and faba beans. Wool and sheep meat are also significant. In recent years, Hindmarsh has also established itself as a major producer – and exporter - of hay.

Employment

According to the 2011 Census (2016 Census employment data was not available at the time of preparing the Council Plan), in Hindmarsh;

- 26.1% of workers are in agriculture, forestry & fishing;
- 17.4% of workers are in health & community services;
- 8.5% of workers are in retail;
- 7.8% of workers are in manufacturing;
- 6.5% of workers are in education and training;
- 6.5% of workers are in transport, postal and warehousing; and
- 4.9% of workers are in public administration and safety.

At Census time men made up 56.2% of workers, women 43.8%. The workforce in the municipality is also ageing. More than one in three workers in the health and community services sector in Hindmarsh, an area already facing skill shortages, will be reaching retirement age over the next 20 years.

Challenges

The delivery of our Council Plan is influenced by external factors, in particular factors that impact the financial environment in which we operate:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2%.
- A freeze on indexation of the Victorian Grants Commission funding which has resulted in a significant loss in Council revenue for the last four years.
- Ongoing 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.
- 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 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.

As well as the above external factors, there are a number of budget implications in the short and long term as a result of our shire's demographic profile:

- Isolation and large distances increase transport costs when compared to most other shires. This is not just an issue for residents but also for the cost of Council's works as transport costs make up a large portion of the Council Budget.

- The shire is substantially agriculture based and continues to deal with a small and ageing population. Budget implications arise in Council having to cope with infrastructure renewal, such as a large local road network, with limited ability to source funds from a small ratepayer base.

Maintenance of Infrastructure

Council has over 3,000 km of local roads. Increasing traffic volumes and larger vehicles make it more and more difficult to maintain our long-lived assets as maintenance costs increase proportionally to increased use.

The Hindmarsh community is increasingly raising its expectations about the scope and quality of services that Council provides. These expectations apply to the nature and quality of infrastructure, and the timeframes in which capital works are completed. Communities are continuously expressing their opinions about what needs to be done and how it should be done. Council has increased its level of community engagement and residents' expectations for input into Council activities have grown. This is a good indicator of growing active community ownership over important projects.

New technology

Technology continues to increase at an exponential rate. New technology will enable us to provide existing services in different ways and provide new services required by the community. The community will be able to access many more Council services online.

The Federal Government has embarked on the construction of a National Broadband Network (NBN) that will significantly increase the capacity of councils to provide services in innovative ways. Since the development of this Plan, the Federal Government has undertaken a review of the roll out of the NBN network and we eagerly await the outcome for our Shire. Council is continuing to advocate strongly on this issue to ensure our Shire is well serviced by the NBN network.

Our Location

The Shire's location midway between two capital cities provides many opportunities. The Wimmera Mallee pipeline and the Nhill trailer exchange place Hindmarsh Shire in a good position to facilitate the development of industry. Our natural environment and landscape lend itself to eco-tourism opportunities.

Advocacy

Achievement of many of the strategies contained in the Council Plan will require ongoing advocacy. Council uses every opportunity it has to advocate on behalf of its community whether it be for increased funding, changes in government policy or just simply recognition of a particular issue. Council's advocacy efforts in the past have been made through direct contact with members of parliament and government departments, participation in parliamentary enquiries, and through directly supporting the work of the MAV and other representative groups. Over the life of this Plan, Council will continue to advocate strongly on behalf of the Hindmarsh community.

Often the community looks to Council to solve problems, provide services and maintain community infrastructure in areas beyond the control or jurisdiction of Council. Examples include maintenance



of railway reserves, main roads and highways. In these cases, Council will continue to cooperate with the responsible authorities for better outcomes on behalf of our communities.

Local Government Reform

The environment in which local government in Victoria operates is extremely complex and always changing. Council is subject to a plethora of laws, regulations, audits, grant conditions, accounting standards, risk management standards, and occupational health and safety standards. The bureaucratic workload for Council to meet the legislative and risk management requirements is significant and has to be funded from rates. A substantial Local Government Act review is currently underway and likely to change the regulatory landscape significantly in the coming year.



Community Liveability

Council's mission is to provide accessible services to enable the community to be healthy, active and engaged

Community Liveability					
What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
1.1 An actively engaged community	1.1.1 Establish stronger links with the indigenous community through the Barengi Gadjin Land Council, Goolum Goolum Aboriginal Cooperative and Wurega Aboriginal Corporation	→ Reconciliation Action Plan developed		Chief Executive Officer	→ 2017/18
	1.1.2 Maintain Community Action Plans for Dimboola, Jeparit, Nhill and Rainbow. Follow up on Community Action Plans and their working group projects	→ Community Action Plans reviewed in 2018 & 2020 → Six monthly reports to Council on progress of Community Action Plans	→ Nhill & Dimboola Community Precinct Plans → Jeparit & Rainbow Community Plans	Director Corporate and Community Services	→ 2018/19
	1.1.3 Support integration of migrants into the community	→ At least two cultural events per year supported by Council → Karen Community Plan reviewed	→ Karen Community Plan	Director Corporate and Community Services	→ Ongoing → 2017/2018
	1.1.4 Support and celebrate volunteering and work collaboratively with volunteer groups	→ Participation in at least one event per year that recognises volunteers across the Shire		Director Corporate and Community Services	→ Ongoing

Community Liveability

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
1.1 An actively engaged community (cont.)	1.1.5 Hold Council-Community Conversations in the four towns to provide an alternative avenue of engagement, consultation and promotion	→ Four Council-Community Conversations held per year		Director Corporate and Community Services	→ 2017/2018
	1.1.6 Continue to engage with our farming community on road and road related infrastructure maintenance and improvements	→ Farmer consultation forums held annually throughout the Shire		Director Corporate and Community Services	→ Ongoing
	1.1.7 Promote and support the development of a Dimboola Indigenous Keeping Place	→ Planning for Keeping Place progressed	Dimboola Community Precinct Plan	Director Corporate and Community Services	→ 2018/2019
1.2 A range of effective and accessible services to support the health and wellbeing of our community	1.2.1 Broaden the engagement of young people in the Shire and continue to facilitate the Hindmarsh Youth Council	→ Number of young people engaged → Youth priorities developed and actioned	Hindmarsh Shire Youth Council Youth Strategy 2016-2020	Director Corporate and Community Services	→ Ongoing
	1.2.2 Review actions in Council's Positive Ageing and Inclusion Plan	→ Review conducted	Positive Ageing and Inclusion Plan 2013-2018	Director Corporate and Community Services	→ 2017/2018
	1.2.3 Review the provision of aged and health services in the Shire and Council's role in this growing sector	→ Review conducted		Director Corporate and Community Services	→ 2017/2018

Community Liveability

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
1.2 A range of effective and accessible services to support the health and wellbeing of our community (cont.)	1.2.4 Advocate for enhanced services in community and mental health	→ Improved provision of services		Director Corporate and Community Services	→ 2017/2018
	1.2.5 Review and implement Municipal Early Years Plan	→ Two actions from Municipal Early Years Plan implemented	Municipal Early Years Plan 2014-2017	Director Corporate and Community Services	→ 2017/2018.
	1.2.6 Develop Dimboola Community, Civic and Business Hub (subject to funding)	→ Hub constructed	Dimboola Community Precinct Plan	Director Corporate and Community Services	→ 2017/2018
	1.2.7 Continually review public safety, and security of assets and infrastructure in the CBDs of our towns	→ Report presented to Council		Director Infrastructure Services	→ 2017/2018
	1.2.8 Promote the ‘traffic light approach’ to healthy food choices in community facilities, sporting clubs and events	→ Guidance material prepared and promoted → Council policy adopted		Director Corporate and Community Services	→ 2018/2019
	1.2.9 Promote positive, equal and respectful relationships between and among women and men, girls and boys	→ Participation in White Ribbon Day or similar initiative.		Director Corporate and Community Services	→ 2017/2018

Community Liveability

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
1.3 A community that is physically active with access to a wide range of leisure, sporting and recreation facilities	1.3.1 Develop Skate Parks in Dimboola, Rainbow and Nhill	→ Dimboola and Rainbow: Skate Parks constructed → Nhill: Skate Park designs completed	Dimboola and Nhill Community Precinct Plans, Rainbow Community Plan, Hindmarsh Sport and Recreation Strategy	Director Corporate and Community Services	→ 2017/18 → 2017/18
1.3 A community that is physically active with access to a wide range of leisure, sporting and recreation facilities (cont.)	1.3.2 Develop and promote a public art/street art policy	→ Policy adopted → Public art projects developed	Dimboola and Nhill Community Precinct Plans, Rainbow and Jeparit Community Plans	Director Corporate and Community Services	→ 2017/18
	1.3.3 Complete detailed Recreation Reserve Master Plans	→ Master Plans developed	Dimboola and Nhill Community Precinct Plans, Hindmarsh Sport and Recreation Strategy	Director Corporate and Community Services	→ Nhill 2017/18 → Dimboola 2018/19
	1.3.4 Undertake a feasibility assessment for the development of new library hub, combining other visitor information and other services	→ Feasibility assessment completed	Nhill Community Precinct Plan	Director Corporate and Community Services	→ 2018/19

Community Liveability

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
1.3 A community that is physically active with access to a wide range of leisure, sporting and recreation facilities (cont.)	1.3.5 Advocate for the continued and expanded provision of Neighbourhood House activities/services	→ Neighbourhood House activities in Jeparit and Dimboola	Jeparit Community Plan	Director Corporate and Community Services	→ 2017/18
	1.3.6 Redevelop Rainbow Recreation Reserve Change Rooms (subject to funding)	→ Change room redevelopment completed	Rainbow Community Plan, Hindmarsh Sport and Recreation Strategy	Director Corporate and Community Services	→ 2018/19
	1.3.7 Ongoing exploration and assessment of options and opportunities for the development of walking and cycling tracks within the main townships, to support recreational participation, health and wellbeing	→ Assess options for the development of local trails and tracks networks, e.g. a walking track circling the Dimboola Recreation Reserve	Dimboola Community Precinct Plan, Hindmarsh Sport and Recreation Strategy	Director Corporate and Community Services	→ 2018/19

Built and Natural Environment

Council's mission is to provide infrastructure essential to support the community; and to protect and enhance our natural environment.

Built and Natural Environment					
What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
2.1 Well-maintained physical assets and infrastructure to meet community and organisational needs	2.1.1 Re-develop and maintain attractive streetscapes, open spaces and public places	→ One streetscape project per annum		Director Infrastructure Services	→ Ongoing
	2.1.2 Encourage and support residents and ratepayers to maintain the cleanliness and good order of the properties for which they are responsible	→ One free green waste month per year → Residential clean-up campaign trial completed	→ Jeparit Community Plan	Director Infrastructure Services	→ Ongoing → 2017/18
	2.1.3 Develop and prioritise detailed plans relating to new infrastructure, infrastructure upgrade and renewal (including roads, bridges, drains, footpaths and buildings) for each town.	→ Capital Improvement Plan adopted.		Director Infrastructure Services	→ Ongoing
	2.1.4 Enhance river and lakes environment to support informal recreation and social interaction (subject to funding)	→ Plans for Nhill Lake improvements developed → Study of recreational and environmental water for Rainbow community completed → Improved Wimmera River facilities for fishing and boating	→ Nhill Community Precinct Plan → Rainbow Community Plan	Director Infrastructure Services	→ 2018/19

Built and Natural Environment

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
	2.1.5 Continue to implement the Nhill Aerodrome Master Plan	→ One initiative from the Master Plan implemented	→ Nhill Aerodrome Master Plan	Director Infrastructure Services	→ 2018/19
2.1 Well-maintained physical assets and infrastructure to meet community and organisational needs (cont.)	2.1.6 In partnership with other agencies implement recommendations from the Wimmera Catchment Management Authority's Flood Plain Management Strategy	→ Implementation of recommendations from strategy underway	Flood Plain Management Strategy	Director Infrastructure Services	→ 2018/19
	2.1.7 Advocate for the construction of emergency services facilities in Dimboola	→ Emergency services relocated		Director Infrastructure Services	→ Ongoing
	2.1.8 Explore alternative road base treatments that will reduce long term maintenance cost	→ Alternative road base treatments trialled in three locations	→ Hindmarsh Shire Climate Change Adaptation Strategy	Director Infrastructure Services	→ 2018/19
2.2 A community that reduces its reliance on water and manages this resource wisely	2.2.1 Explore options for rainwater/stormwater harvesting to supplement the water supply for community assets	→ Rainwater/stormwater harvesting opportunities identified	→ Hindmarsh Shire Climate Change Adaptation Strategy	Director Infrastructure Services	→ 2018/19
	2.2.2 Replace appliances in Council facilities with water efficient appliances if and when redevelopment occurs	→ Water efficient appliances installed	→ Hindmarsh Integrated Water Management Plan	Director Infrastructure Services	→ Ongoing

Built and Natural Environment

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
2.3 A healthy natural environment.	2.3.1 Continue to work with local Landcare groups	→ Memorandum of Understanding with Hindmarsh Landcare Network	Memorandum of Understanding	Director Infrastructure Services	→ Ongoing
	2.3.2 Continue to implement actions from the Roadside Pest Plant and Animals Plan (subject to funding)	→ Kilometres of roadside treated	Roadside Pest Plant and Animals Plan	Director Infrastructure Services	→ Ongoing
	2.3.3 Implement Planting Program to improve tree coverage and shade cover in high traffic urban areas	→ Number of trees planted and successfully established		Director Infrastructure Services	→ 2017/18
2.4 A community living more sustainably.	2.4.1 Advocate for distributed energy generation for Shire towns using solar, waste and biomass, wind and geothermal sources, subject to funding	→ Distributed energy generation trial program developed		Director Infrastructure Services	→ 2019/20
	2.4.2 Advocate for upgrades to the main electricity grid servicing Hindmarsh Shire to support alternative electricity generation	→ Advocacy activity undertaken		Chief Executive Officer	→ 2017/18
	2.4.3 Explore innovative waste management options for green waste	→ Report provided to Council		Director Infrastructure Services	→ 2017/18
	2.4.4 Continue to support Wimmera Mallee Sustainability Alliance	→ Active Wimmera Mallee Sustainability Alliance membership continued		Chief Executive Officer	→ Ongoing

Competitive and innovative economy

Council's mission is to foster a thriving and diversified local economy where economic growth is encouraged and supported.

Competitive and innovative economy					
What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
3.1 A strong rural economy and thriving towns	3.1.1 Market the Shire's liveability, its stunning environment, relaxed country living and unique business opportunities	→ Development of marketing initiatives and continued promotion of Council and tourism websites	→ Economic Development Strategy	Director Corporate and Community Services	→ Ongoing
	3.1.2 Prepare designs and prospectus for Dimboola Industrial Estate	→ Designs completed	→ Dimboola Community Precinct Plan	Director Corporate and Community Services	→ 2017/18
	3.1.3 Support and promote work experience, apprenticeships and cadetships	→ Number of cadets and work experience students hosted by Council		Director Corporate and Community Services	→ Ongoing
	3.1.4 Facilitate business and social enterprise incubators, workshops and training	→ Professional development activities facilitated	→ Economic Development Strategy	Director Corporate and Community Services	→ 2018/19
	3.1.5 Support Emerging Entrepreneurs Program in partnership with Rural Councils Victoria	→ Program delivered in partnership with Rural Councils Victoria	→ Economic Development Strategy	Director Corporate and Community Services	→ 2017/18

Competitive and innovative economy

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
3.1 A strong rural economy and thriving towns (cont.)	3.1.6 Encourage investment in housing stock to address housing shortages	→ Investment options promoted	→ Economic Development Strategy	Director Corporate and Community Services	→ 2018/19
	3.1.7 Active involvement in Rural Councils Victoria (RCV) and Wimmera Development Association (WDA)	→ Continued membership of Rural Councils Victoria and Wimmera Development Association		Chief Executive Officer	Ongoing
	3.1.8 Work regionally/collaboratively with other organisations	→ Continued support/ membership of Wimmera Regional Sports /Assembly. Western Highway Action Group, Wimmera Regional Transport Group and Centre for Participation		Chief Executive Officer	Ongoing
	3.1.9 Review Hindmarsh Planning Scheme, including Municipal Strategic Statement, with a focus on industrial and residential development	→ Hindmarsh Planning Scheme and Municipal Strategic Statement adopted.	→ Hindmarsh Planning Scheme → Municipal Strategic Statement	Director Infrastructure Services	2018/19
3.2 A thriving tourism industry	3.2.1 Implement recommendations from the Wimmera Mallee Pioneer Museum Master Plan	→ One project implemented per year	→ Wimmera Mallee Pioneer Museum Master Plan	Director Corporate and Community Services	→ Ongoing

Competitive and innovative economy

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
3.2 A thriving tourism industry (cont.)	3.2.2 Promote and continue to develop our tourism facilities	→ Increased numbers of visitors to Council owned/operated tourism assets → Improved tourism signage	→ Economic Development Strategy	Director Corporate and Community Services	→ Ongoing
	3.2.3 Develop a trail along the Wimmera River and Lake Hindmarsh (subject to funding)	→ Wimmera River Discovery Trail, Stage 1, completed	→ Wimmera River Discovery Trail Feasibility Study and Master Plan	Director Corporate and Community Services	→ 2017/18
	3.2.3 Support innovative community-driven events and festivals that stimulate tourism growth in the region	→ Support of at least three community events per year → Funding guidelines for regional events, arts and culture, developed and Community Action Grants Program – Events Sponsorship - reviewed		Director Corporate and Community Services	→ Ongoing
	3.2.4 Facilitate links between contemporary local and regional events, tourism product and businesses to maximise economic outcomes across the Shire	→ Calendar of events hosted and promoted on Council's websites and Facebook pages		Director Corporate and Community Services	→ 2017/18
	3.2.5 Review the management of Council's caravan and camping accommodation	→ Report provided to Council		Director Infrastructure Services	→ 2017/18

Competitive and innovative economy

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
3.2 A thriving tourism industry (cont.)	3.2.6 Facilitate "Tourism is everyone's business" forums	→ Forums held	→ Economic Development Strategy	Director Corporate and Community Services	→ 2018/19
	3.2.7 Promote and support local historic assets and heritage groups.	→ Local historic assets and heritage groups supported.		Director Corporate and Community Services	→ Ongoing
	3.2.8 Work collaboratively with the Wimmera Mallee region's Indigenous Tourism Group	→ Actively participate in the regional tourism group		Director Corporate and Community Services	→ Ongoing
3.3 Modern and affordable information and communication technology throughout the municipality.	3.3.1 Advocate for appropriate NBN coverage.	→ Support the Wimmera Development Association and Wimmera Mallee councils in advocacy efforts		Chief Executive Officer	→ 2017/18
	3.3.2 Promote the use of latest technology to advance business practices	→ Promotional activities undertaken		Director Corporate and Community Services	→ 2018/19
	3.3.3 Advocate for improved mobile phone coverage, including telecommunications tower at Yanac	→ Number of black spots reduced		Chief Executive Officer	→ Ongoing
	3.3.4 Advocate strongly for installation of a television repeater tower at Rainbow	→ Television reception improved		Chief Executive Officer	→ 2020/21

Competitive and innovative economy

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
3.4 Transport solutions that support the needs of our communities and businesses.	3.4.1 Advocate for flexible and responsive public and freight transport.	→ Active involvement in Western Highway Action Committee and Wimmera Regional Transport Group		Director Infrastructure Services	→ Ongoing
	3.4.2 Investigate innovative transport solutions and facility upgrades	→ Improvements to transport gaps identified → Improvements to Dimboola bus stop facilities	→ Economic Development Strategy	Director Corporate and Community Services	→ 2018/19

Our people, our processes

Council's mission is to realise the excellence in our people, processes and systems.

Our people, our processes					
What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
4.1 Long-term financial sustainability.	4.1.1 An equitable, efficient and transparent rating strategy	→ Annual review of Council's Rating Strategy	→ Rating Strategy	Chief Executive Officer	→ Ongoing
	4.1.2 Further develop Council's long term year financial plan	→ Ten year plan updated annually	→ Ten Year Financial Plan	Chief Executive Officer	→ Ongoing
	4.1.3 Advocate to State and Federal Governments for a sustainable funding model for small rural councils	→ Lobby relevant Ministers as opportunities arise		Chief Executive Officer	→ Ongoing
	4.1.4 Build strong relationships with upper and lower house representatives at a state and federal level.	→ Lobby relevant representatives as opportunities arise		Chief Executive Officer	→ Ongoing
	4.1.5 Undertake service planning across Council's operations	→ Number of service plans completed		Chief Executive Officer	→ 2017/18
4.2 Quality customer services.	4.2.1 Develop and implement a customer service strategy	→ Customer service strategy adopted		Director Corporate and Community Services	→ 2017/18



Our people, our processes

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
4.3 An engaged, skilled Council and workforce capable of meeting community needs.	4.3.1 Implement a project management system, including training for key staff	→ Project Management System in place		Chief Executive Officer	→ 2017/18
	4.3.2 Provide professional development opportunities and training for staff and Councillors	→ Training and professional development undertaken		Chief Executive Officer	→ Ongoing
	4.3.3 <i>Implement actions and initiatives from the Act @ Work program</i>	→ <i>Actions implemented</i>	<i>Act @ Work Action Plan</i>	<i>Chief Executive Officer</i>	→ 2017/18
4.4 Efficient and effective information communications technology.	4.4.1 Review and implement Council's IT strategy	→ IT Strategy review completed	→ IT Strategy	Director Corporate and Community Services	→ 2017/18
4.5 Support for the community in the areas of emergency preparedness, response and recovery	4.5.2 Review Council's role in emergency management	→ Report presented to Council	→ Hindmarsh Emergency Management Plan	Director Infrastructure Services	→ 2017/18
	4.5.3 Maintain the Jeparit levee banks	Maintenance works completed		Director Infrastructure Services	→ 2017/18

Our people, our processes

What we will achieve	How we will achieve this	How we will measure success	Key documents	Lead responsibility	Year to be achieved
4.6 An organisation that takes its risk management responsibilities seriously and embeds a culture of risk management throughout the organisation.	4.6.1 Include risk management as a standing item on Audit Committee, Council and Senior Management Team agendas	→ All Audit Committee meetings have considered risk management	→ Risk Register	Director Corporate and Community Services	→ Ongoing
	4.6.2 Develop a governance and compliance framework within Council	→ Quality Assurance Framework developed		Chief Executive Officer	→ 2017/18

Financial Sustainability

Sustainability is defined as a council's capacity to service the needs of its community, preserve intergenerational equity and cope with contingencies without making radical changes to spending or revenue policies. Over recent years a number of models that attempt to measure the financial sustainability of councils have developed. These models consist of two types. The first type uses councils' financial data (debt levels, capital expenditure, operating results, etc.). This approach has been adopted by the Victorian Auditor-General's Office (VAGO). It measures the use that a council has made of its resources and rating capacity. The second approach uses underlying environmental data (disposable community incomes, population density, remoteness, etc.). This approach has been adopted by respected local government practitioner, Merv Whelan. In essence, it measures the degree to which environmental factors affect the capacity of the community to pay rates to fund services.

Following is a description of the models and where Hindmarsh scores in relation to each of them.

Victorian Auditor-General Model

According to the Auditor General, to be sustainable, local governments need to have sufficient capacity to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies. The indicators used in his report reflect short and long-term sustainability, and are measured by whether local governments:

- **underlying result** — councils generate enough revenue to cover operating costs (including the cost of replacing assets reflected in depreciation expense)
- **liquidity** — have sufficient working capital to meet short-term commitments
- **internal-financing** — generate sufficient operating cash flows to invest in asset renewal and repay any debt it may have incurred in the past
- **indebtedness** — are not overly reliant on debt to fund capital programs
- **capital replacement** — have been replacing assets at a rate consistent with their consumption
- **renewal gap** — have been maintaining existing assets at a consistent rate.

In his report on the 2015/16 local government audits, the Victorian Auditor-General notes that small shire councils (those with less than 16,000 residents), while largely financially sustainable at present, face 'relatively higher' financial pressure to remain sustainable in the future:

"Our financial sustainability analysis of the five council cohorts indicated that, taken collectively, the 19 small shire councils have emerging financial sustainability risks. This cohort generated a combined net deficit of \$0.1 million for the 2015–16 financial year, \$67.3 million less than last year. This related directly to the timing of the financial assistance grants. This cohort did not collect other revenue to counteract this impact, unlike other cohorts within the sector. This resulted in increased financial sustainability risks for the small shire council cohort. Looking ahead, the small shire council cohort is expecting to experience a decline in capital grant



revenue over the next three financial years. From our review of the cohort councils' unaudited budgets, this loss of revenue - combined with a steady level of expenditure—will have the following impact:

- a decline in the net result of the cohort
- a reduction of funds available for investment in property, plant and equipment—with the number of councils within this cohort forecast to spend less than depreciation on their assets over each of the three financial years.”

VAGO notes the impact of the early first instalment of the 2015/16 Financial Assistance Grants (FAG), which councils would ordinarily have recorded in 2015/16 but which instead was recorded in 2014/15, and the late payment of the 2016/17 FAG first instalment which was paid in 2016/17, and continues:

“In 2014, the Commonwealth Government announced that it would stop indexation of the financial assistance grant until 2017–18. This means that the total value of the grant provided to Victoria will be similar each year until 2017–18, and may not reflect the cost increases councils incur as they provide services to their communities. As a result, councils will need to ensure they have other funds available to meet any shortfall in grant funding.”

VAGO concludes the financial sustainability assessment:

“At 30 June 2016, the local government sector had a relatively low financial sustainability risk assessment.

However, the small shire council cohort is facing an increased financial sustainability risk, with budget projections for the next three financial years showing a fall in expected revenue. This will reduce the funds these councils have available to invest in new and replacement assets which may adversely affect the services they can provide to their communities.”

Council’s specific results from the 2015/16 audit are shown in the table below.

Financial sustainability risk indicators for the local government sector at 30 June 2016:

Indicator		Average across councils for year ended 30 June 2016						
		All councils	Metro	Interface	Regional	Large	Small	Hindmarsh
Net result	per cent	11.4	13.7	29.0	9.4	-0.1	-0.1	-3.57
Liquidity	ratio	2.4	2.2	2.9	2.1	2.7	2.7	2.88
Internal financing	per cent	138.0	211.7	171.6	111.7	93.2	93.2	80
Indebtedness	per cent	26.1	16.3	27.6	36.2	20.2	20.2	2.30
Capital replacement	ratio	1.5	1.6	1.6	1.5	1.2	1.2	1.14
Renewal gap	ratio	1.0	1.1	0.9	0.9	1.0	1.0	0.96

Note: Yellow result = medium risk assessment; green result = low risk assessment.

The results show that Council is currently in a solid financial position. However, our ten-year forecasts show a deterioration of this position and increasing gap between expenses and revenue.

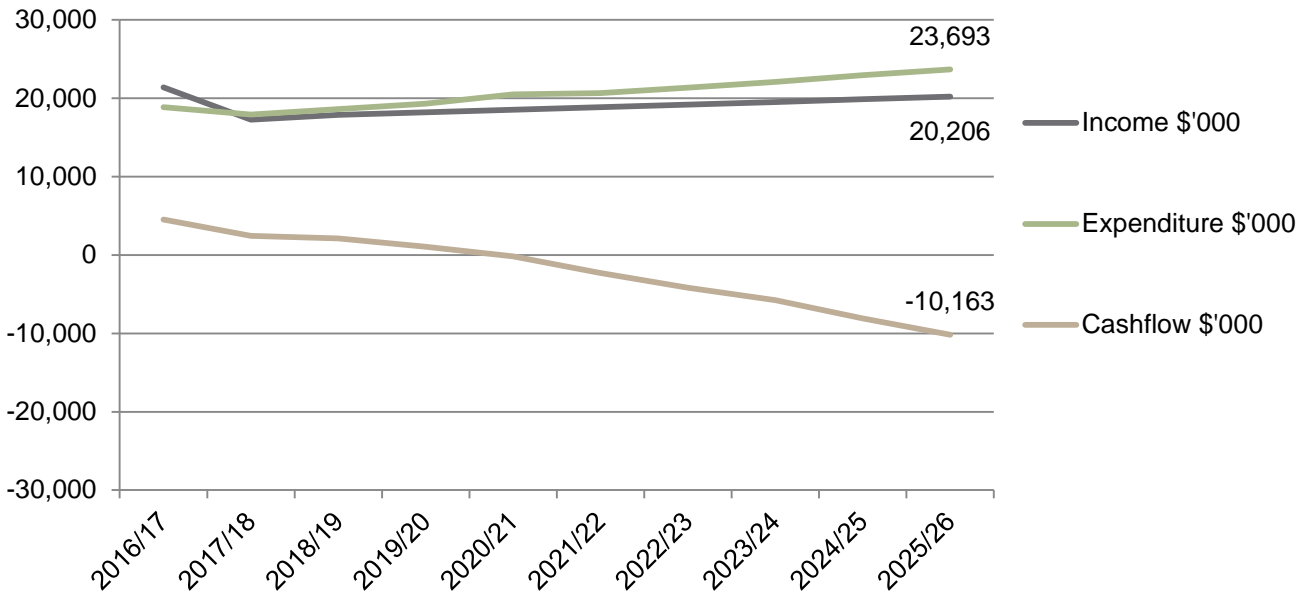
Forecast figures are based on Council’s long term service, asset and financial planning. Council’s Strategic Resource Plan projects deficits for the years 2017/18 onwards as a reflection of the introduction of rates capping combined with a reduction in state and federal government funding.

Council's medium to long term planning has been based on maintenance of service levels and a continued effort to keep up with the need for renewal of its ageing infrastructure. While the financial statements forming the basis of the above forecast paint a realistic picture of our service and infrastructure needs, they also reflect that the current financial environment will not allow us to meet these needs into the medium to distant future without additional revenue and funding sources.

If such additional income does not become available, service levels will have to be reviewed to maintain a financially sustainable future.

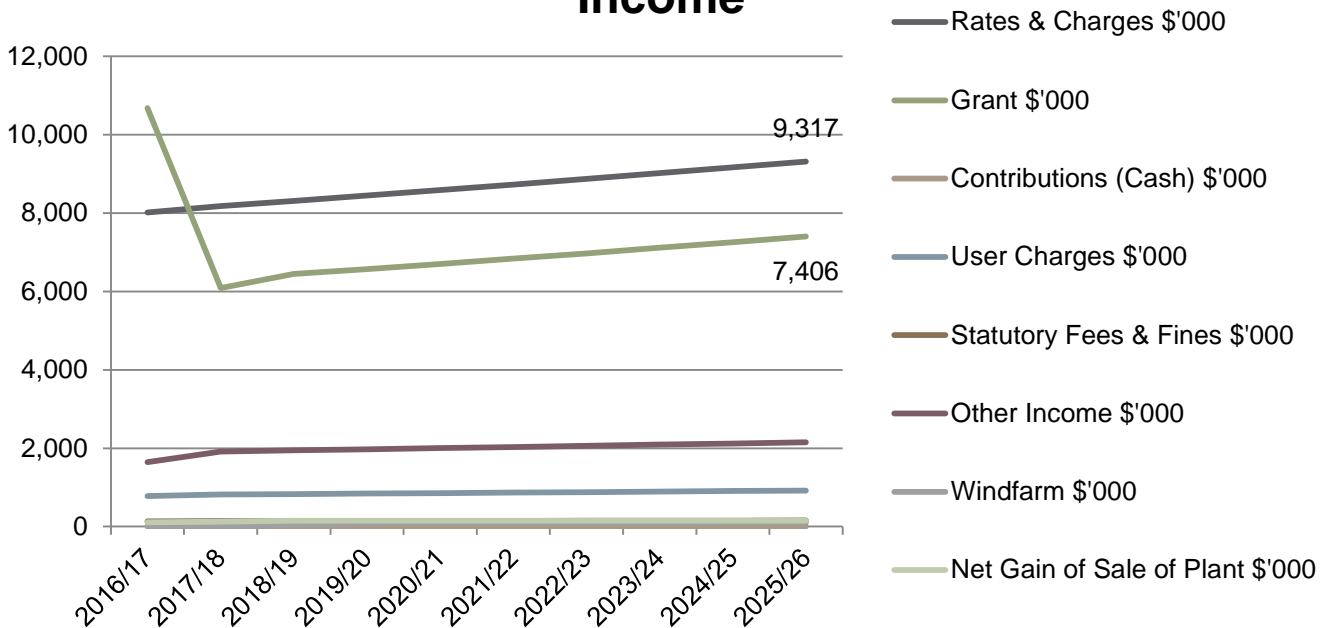
This widening gap between expenses and revenue is due partly to a reduction in government grants (the freeze of the Federal Assistance Grants indexation, loss of Country Roads and Bridges, reduction of Roads to Recovery to pre-fuel excise levels) and partly to the introduction of the State Government’s rates cap. The income shown below reflects a rate cap assumed at 2% from 2017/18 (2.5% in 2016/17).

Income / Expenditure



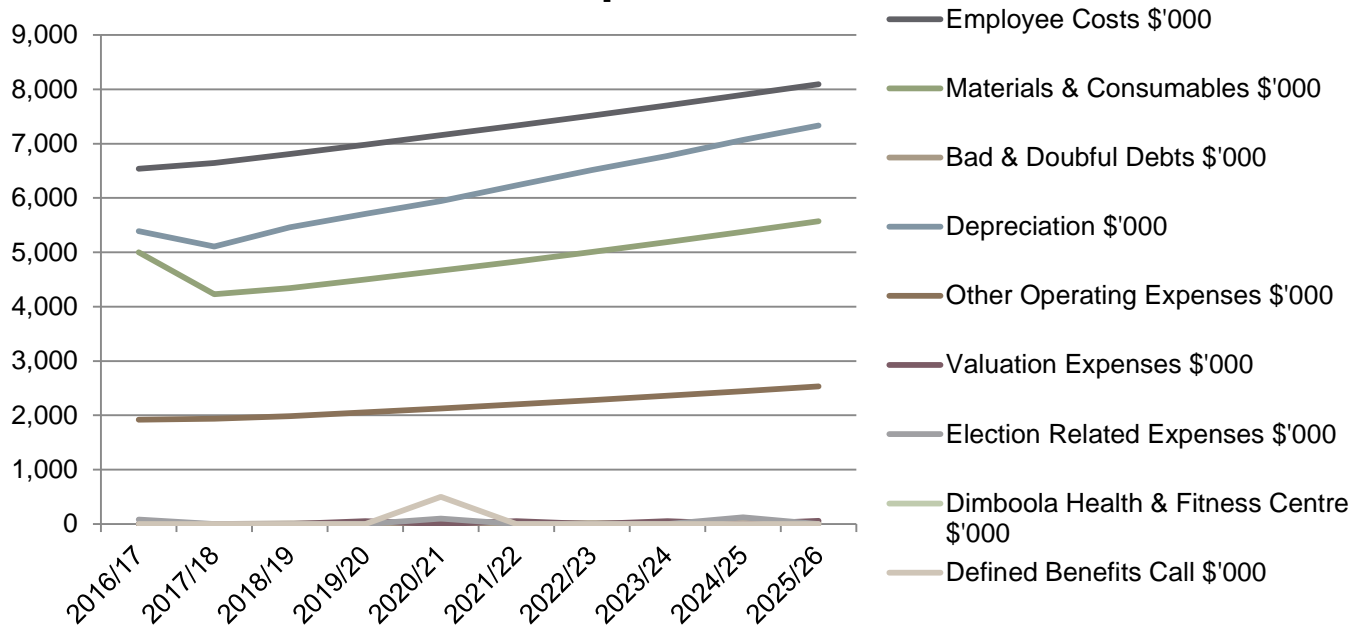
The ten year forecast shows Council’s increasing dependency on rates as other revenue reduces, and the need to grow other income lines like tourism product to compensate for this reduction.

Income



Council's operating expenses reflect that employee costs make up the largest part of Council's expenses.

Expenditure



Rates

Rates represent 47% of Council’s income. Rating reviews are undertaken every budget cycle, including the following:

- A review of current rating levels in comparison with other councils;
- A review of the composition of rates between classes of property (differential rates, municipal charge, etc.);
- Identification and analysis of the rating options available to Council including special charges; and
- Rates modelling to determine the impact on classes of property.

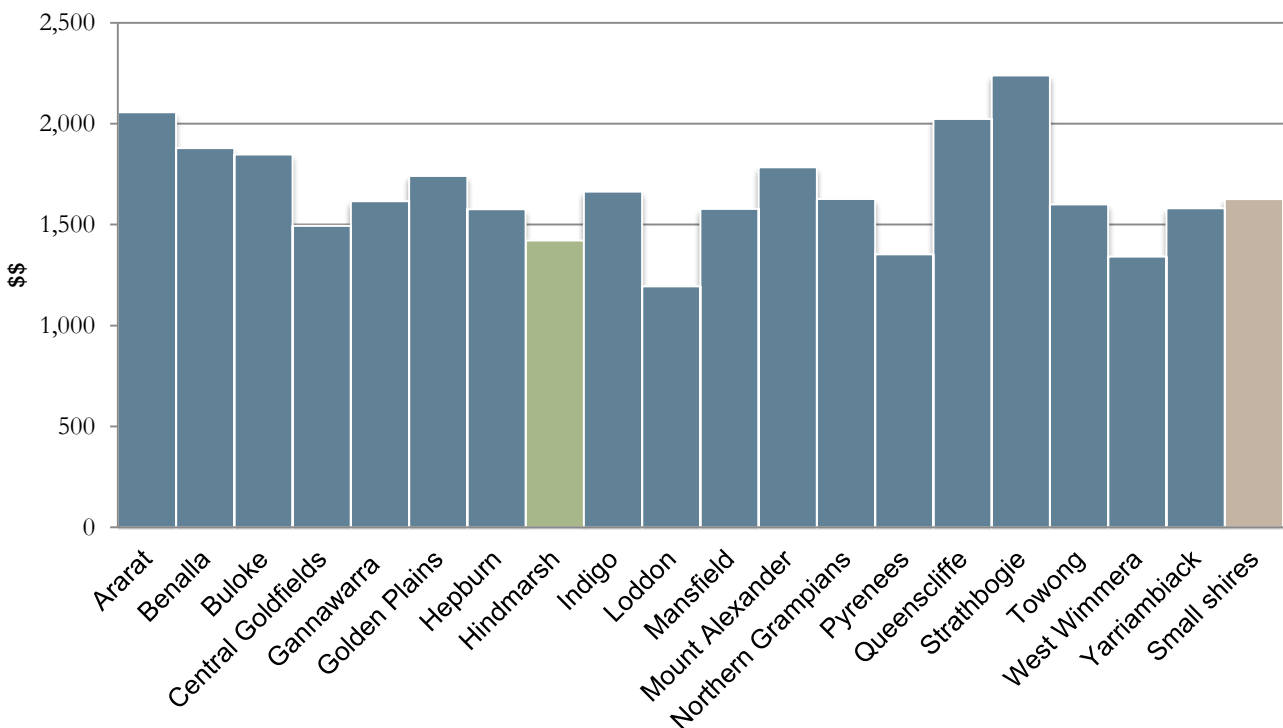
Council has used this opportunity to discuss with the community how their rates are calculated and the impacts of increases on different property types. The 2012/13 rating strategy suggested a two year implementation phase for the establishment of the current differential rates.

Assessment of current rating levels

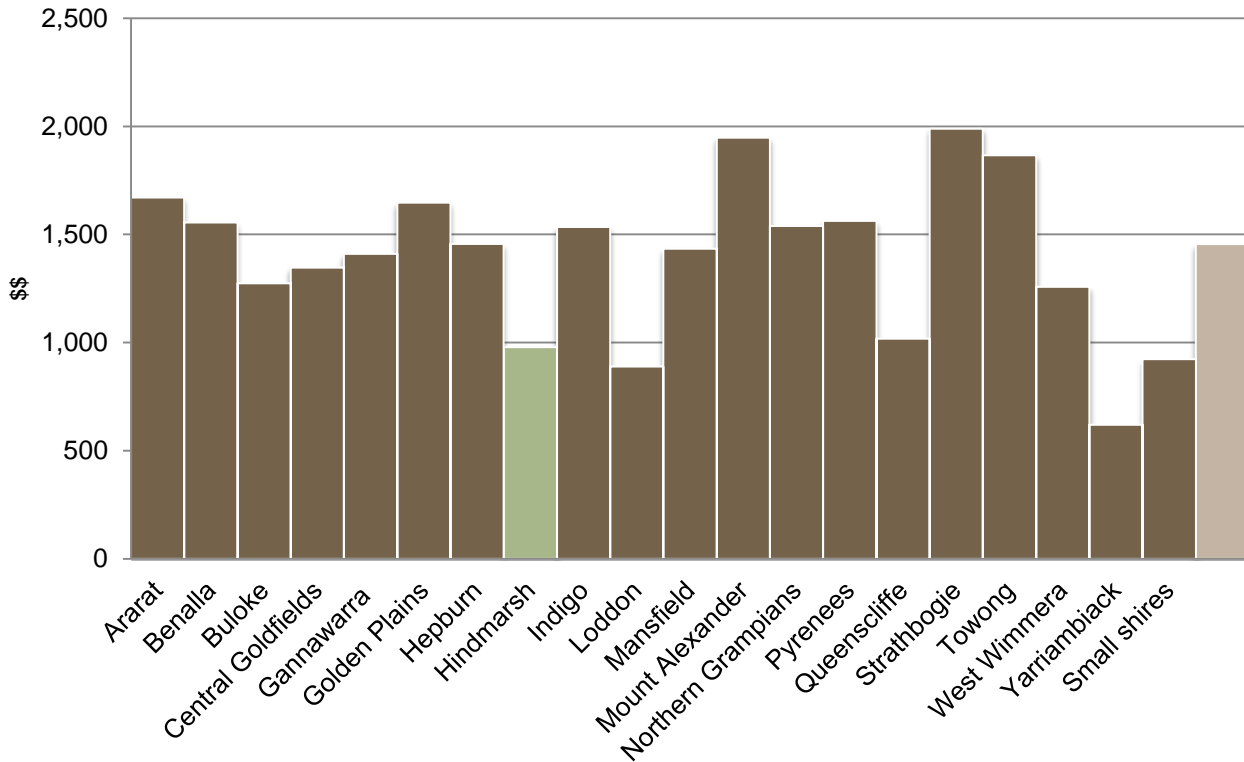
Comparing the relativity of rating levels between Councils can be a difficult exercise due to debate over the most appropriate methods to use and the inability to take into account the intricacies of rating structures in different councils. Each local government sets rates based on an assessment of the desires, wants and needs of its community and as each community is different, direct comparisons can be difficult. For example, cash holdings of municipalities vary and councils have significantly different infrastructure needs and geographic sizes. Each municipality also has significantly different levels of capital works, funding structures for capital works and varying debt levels.

On a rates per assessment basis, Council was well within the average for the group of small rural councils in the 2015/16 financial year.

Median Rates per assessment - all



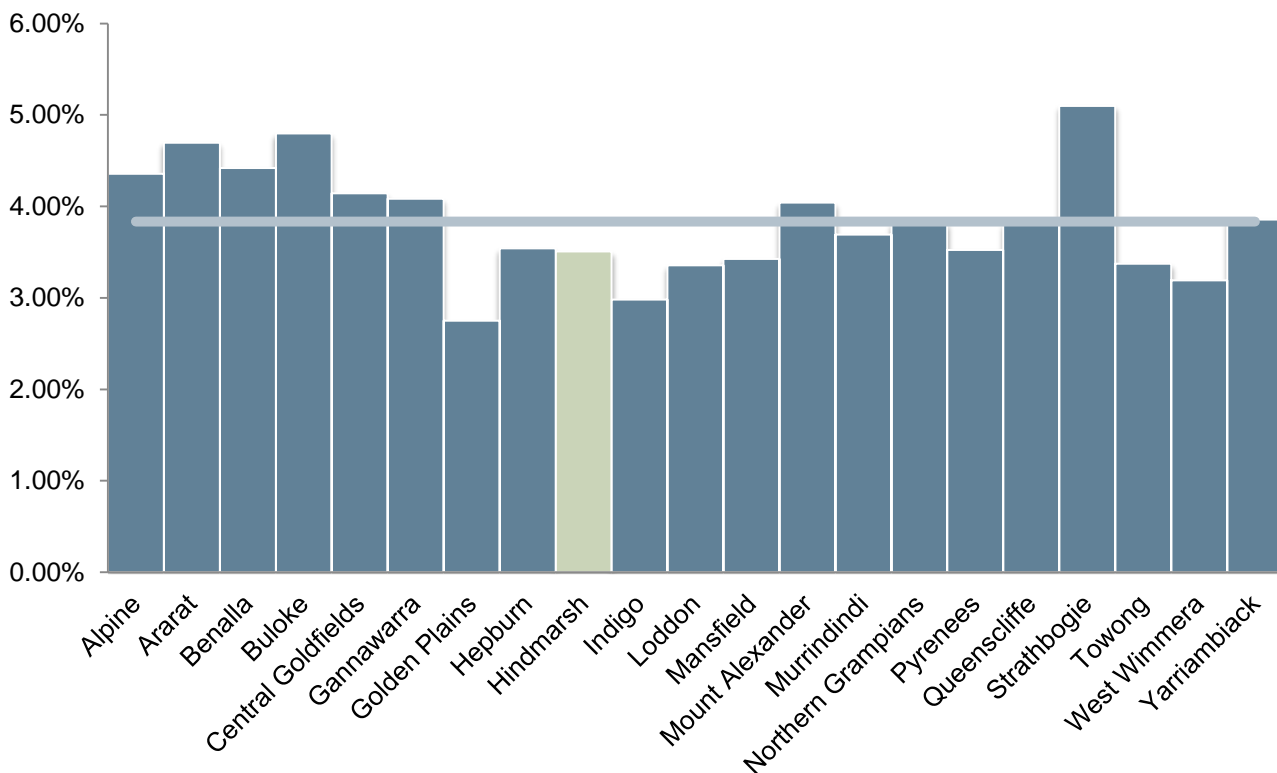
Median Rates per assesment - residential



Rates Affordability

Australian Taxation Office (ATO) income data for wage and salary earners (PAYE) combined with the Australian Bureau of Statistics' (ABS) SEIFA index (a set of social and economic indices based on census data which reflect the level of social and economic wellbeing in a local government area) can be used to give some indication of rates affordability.

Rates affordability



Borrowings

Like other councils, Hindmarsh Shire has borrowed in the past to fund infrastructure works. Some assets lend themselves to borrowing to achieve intergenerational equity.

Council's approach is to restrict borrowings to long-lived buildings and to re-finance its statutory superannuation liability. In the interests of inter-generational equity, Council will not borrow to fund the renewal of existing infrastructure that would normally be funded from rates and grants.

The State Government prudential guidelines limit council borrowings to 80% of rates, but prefer the figure to be less than 60%.

Council does not currently have any outstanding loans and has not budgeted for any loan borrowings in 2017/18.

Strategic Resources Plan 2017-2021

Strategic Resource Plan - Introduction

Council is required under the Local Government Act (1989), to prepare a *Strategic Resource Plan* (SRP). The SRP outlines the resources required to achieve Council's strategic objectives expressed in the Council Plan. The SRP must include:

- Details of financial resources (Standard Statements); and
- Details of non-financial resources, including human resources.

Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame.

Significant changes to this revised Strategic Resource Plan 2017/18 are:

Council will increase municipal rates by an additional 2 percent (tbc, rate cap variation request pending) in the 2017/18 financial year. This level allows Council to maintain existing service levels, fund a small number of new initiatives and continue to allocate funds to renew the municipality's infrastructure.

Capital Expenditure is \$6.732 million in 2017/18.

Purpose of SRP

Council is required to prepare a SRP under Section 126 of the *Local Government Act (1989)*.

The purpose of the SRP is to:

- Establish a financial framework over the next four years to ensure Council's strategic objectives, as expressed in this Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and Council's asset base, which are all referred to in various parts of the SRP); and
- Assist Council to comply with sound financial management principles, in accordance with the *Local Government Act (1989)* and to plan for the long-term financial sustainability of the municipality.

While in its SRP Council plans within the legislative horizon of four years, significant work has been undertaken in the preparation and ongoing review of our Long Term Financial Plan (10 years).

SRP Objectives

The 2017/18 SRP is intended to achieve the following objectives in its four-year timeframe:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;
- Achieve operating statement surpluses with the exclusion of all non-operational items such as granted assets and capital income;
- Continue to pursue recurrent grant funding for strategic capital funds from the state and federal government;
- In a rate capping environment, pursue rate increases that establish a funding level for a sustainability index of 100 per cent, including increasing funding for capital works (asset renewal, expansion, upgrade) and asset maintenance; and
- Ensure critical renewal is funded annually over the timeframe of the SRP.

Strategic Financial Direction

Council, as part of establishing its SRP, reviews and if necessary revises its asset management, capital investment, capital works program, the range and level of services provided and the revenue-raising (rating) strategy.

A number of strategic challenges remain ahead including renewing existing assets, continuing to provide an appropriate range and level of services in the face of growing demand, maintaining a sound financial position and addressing the need for capital expansion.

The other related issues are the risks and liabilities that Council and the community face if Council does not invest in asset renewal at an adequate rate.

The SRP establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next four years. The SRP is prepared in conjunction with the Council Plan to ensure the affordability of activities included in the Council Plan.

Council has made an application to the Essential Services Commission for a special Order to increase the average rate cap for the financial year under section 185E of the Local Government Act and is waiting for the outcome of the application.

Council has proposed a higher cap of 4% for the 2017/18 financial year, 2% above the average rate cap set by the Minister for Local Government in December 2016. The financial information and following Financial Statements are based on the higher cap of 4%.

The 2% increase above the average rate cap set by the Minister for Local Government will provide additional income of approximately \$144,000 in Council's 2017/18 Annual Budget. This additional income will allow for the resheeting of Hazeldene Road, Jeparit, costed at \$150,000.

Should Council be unsuccessful in the application to increase the average rate cap, the financial statements will be amended accordingly prior to the adoption of the 2017/18 budget.



Comprehensive income statement

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	8,016	8,322	8,459	8,598	8,739
Statutory fees and fines	136	138	140	142	144
User fees	783	817	829	842	854
Grants - Operating	7,029	2,973	5,185	5,312	5,443
Grants - Capital	3,650	3,119	1,259	1,259	1,259
Contributions - monetary	11	6	6	6	6
Contributions - non-monetary	0	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	110	128	150	150	150
Fair value adjustments for investment property	0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	0	0	0	0
Other income	1,641	1,916	1,984	2,060	2,092
Total income	21,376	17,419	18,012	18,369	18,687
Expenses					
Employee costs	6,541	6,842	6,839	7,010	7,185
Materials and services	4,997	4,158	4,267	4,422	4,582
Bad and doubtful debts	0	0	11	13	13
Depreciation and amortisation	5,387	5,034	5,483	5,729	5,962
Borrowing costs	0	0	0	0	0
Other expenses	1,923	1,876	1,922	2,040	2,662
Total expenses	18,848	17,910	18,522	19,214	20,404
Surplus/(deficit) for the year	2,528	(491)	(510)	(845)	(1,717)
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment/(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0
Total comprehensive result	2,528	(491)	(510)	(845)	(1,717)

Balance sheet

Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	4,518	2,408	2,162	1,387	420
Trade and other receivables	1,044	924	1,077	1,094	1,116
Other financial assets	0	0	0	0	0
Inventories	214	214	214	214	214
Non-current assets classified as held for sale	0	0	0	0	0
Other assets	0	0	0	0	0
Total current assets	5,776	3,546	3,453	2,695	1,750
Non-current assets					
Trade and other receivables	432	432	432	432	432
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	116,314	118,012	117,641	117,586	116,908
Investment property	0	0	0	0	0
Intangible assets	0	0	0	0	0
Total non-current assets	116,746	118,444	118,073	118,018	117,340
Total assets	122,522	121,990	121,526	120,713	119,090
Liabilities					
Current liabilities					
Trade and other payables	760	760	806	838	932
Trust funds and deposits	18	17	17	17	17
Provisions	1,720	1,680	1,680	1,680	1,680
Interest-bearing loans and borrowings	0	0	0	0	0
Total current liabilities	2,498	2,457	2,503	2,535	2,629
Non-current liabilities					
Provisions	157	157	157	157	157
Interest-bearing loans and borrowings	0	0	0	0	0
Total non-current liabilities	157	157	157	157	157
Total liabilities	2,655	2,614	2,660	2,692	2,786
Net assets	119,867	119,376	118,866	118,021	116,304
Equity					
Accumulated surplus	61,317	60,826	60,316	59,471	57,754
Reserves	58,550	58,550	58,550	58,550	58,550
Total equity	119,867	119,376	118,866	118,021	116,304

Statement of changes in equity

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	119,867	61,317	58,550	-
Surplus/(deficit) for the year	(491)	(491)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	119,376	60,826	58,550	-
2019				
Balance at beginning of the financial year	119,376	60,826	58,550	-
Surplus/(deficit) for the year	(510)	(510)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	118,866	60,316	58,550	-
2020				
Balance at beginning of the financial year	118,866	60,316	58,550	-
Surplus/(deficit) for the year	(845)	(845)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	118,021	59,471	58,550	-
2021				
Balance at beginning of the financial year	118,021	59,471	58,550	-
Surplus/(deficit) for the year	(1,717)	(1,717)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	116,304	57,754	58,550	-

Statement of cash flows

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	7,991	8,442	8,381	8,583	8,722
Statutory fees and fines	115	138	139	142	144
User fees	790	816	822	840	853
Grants - operating	7,030	2,973	5,137	5,303	5,432
Grants - capital	3,651	3,119	1,247	1,257	1,257
Interest received	121	120	121	122	124
Contributions – monetary	11	6	6	6	6
Trust funds and deposits taken	0	0	0	0	0
Other receipts	1,585	1,795	1,845	1,935	1,964
Net GST refund / payment	0	0	0	0	0
Employee costs	-6,510	-6,882	-6,814	-6,993	-7,138
Materials and services	-5,314	-4,231	-4,252	-4,411	-4,552
Trust funds and deposits repaid	0	0	0	0	0
Other payments	-1,922	-1,803	-1,916	-2,036	-2,644
Net cash provided by/(used in) operating activities	7,548	4,493	4,716	4,748	4,168
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	-9,735	-6,732	-5,112	-5,673	-5,285
Proceeds from sale of property, infrastructure, plant and equipment	110	129	150	150	150
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Net cash provided by/ (used in) investing activities	-9,625	-6,603	-4,962	-5,523	-5,135
Cash flows from financing activities					
Finance costs	0	0	0	0	0
Net cash provided by / (used in) financing activities	0	0	0	0	0
Net increase / (decrease) in cash & cash equivalents	-2,077	-2,110	-246	-775	-967
Cash and cash equivalents at the beginning of the financial year	6,595	4,518	2,408	2,162	1,387
Cash and cash equivalents at the end of the financial year	4,518	2,408	2,162	1,387	420

Statement of capital works

Statement of Capital Works

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
Property					
Land	50	0	0	0	0
Land improvements	0	0	0	0	0
Total land	50	0	0	0	0
Buildings	3,350	1,615	559	573	587
Heritage buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Total buildings	3,350	1,615	559	573	587
Total property	3,400	1,615	559	573	587
Plant and equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	792	885	876	857	858
Fixtures, fittings and furniture	125	0	0	0	0
Computers and telecommunications	0	0	40	40	40
Total plant and equipment	917	885	916	897	898
Infrastructure					
Roads	3,371	3,237	2,917	2,846	2,827
Bridges	502	325	0	0	0
Footpaths and cycle ways	226	155	152	194	283
Drainage	331	147	101	110	160
Recreational, leisure and community facilities	0	0	200	773	200
Parks, open space and streetscapes	0	0	0	0	0
Aerodromes	0	0	0	0	0
Off street car parks	0	0	17	0	0
Other infrastructure	987	753	250	280	330
Total infrastructure	5,417	4,232	3,637	4,203	3,800
Total capital works expenditure	9,734	6,732	5,112	5,673	5,285
Represented by:					
New asset expenditure	3,155	377	200	230	317
Asset renewal expenditure	4,390	4,415	4,166	4,978	4,460
Asset expansion expenditure	71	0	0	0	0
Asset upgrade expenditure	2,118	1,940	746	465	509
Total capital works expenditure	9,734	6,732	5,112	5,673	5,285

Statement of human resources

Human Resources Statement

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	6,540	6,842	6,839	7,010	7,185
Employee costs – capital	1,003	936	910	929	957
Total staff expenditure	7,543	7,778	7,749	7,939	8,142
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	87	89	88	88	88
Total staff numbers	87	89	88	88	88

Summary of planned capital works expenditure

Summary of planned capital works expenditure

For the four years ending 30 June 2021

2017/18	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	1,615	0	0	1,615	0	1,400	0	215	0
Total Buildings	1,615	0	0	1,615	0	1,400	0	215	0
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	1,615	0	0	1,615	0	1,400	0	215	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	735	0	735	0	0	0	0	735	0
Nhill Depot Emoleum Tank	100	0	100	0	0	0	0	100	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Technology	50	9	41	0	0	0	0	50	0
TOTAL PLANT AND EQUIPMENT	885	9	885	0	0	0	0	885	0
INFRASTRUCTURE									
Roads	2,850	0	2,458	392	0	1,349	0	1,501	0
Kerb & Channel	388	0	47	341	0	170	0	218	0
Bridges	325	0	0	325	0	0	0	325	0
Footpaths	154	0	132	22	0	0	0	154	0
Drainage	147	0	52	95	0	0	0	147	0
Waste Management	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	250	250	0	0	0	200	0	50	0
Other Infrastructure	118	118	0	0	0	0	0	118	0
TOTAL INFRASTRUCTURE	4,232	368	2,689	1,175	0	1,719	0	2,513	0
TOTAL CAPITAL WORKS EXPENDITURE	6,732	377	3,565	2,790	0	3,119	0	3,613	0
2017/18									



Summary of planned capital works expenditure (continued)

2018/19	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	559	0	559	0	0	0	0	559	0
Total Buildings	559	0	559	0	0	0	0	559	0
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	559	0	559	0	0	0	0	559	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	876	0	876	0	0	0	0	876	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Technology	40	0	40	0	0	0	0	40	0
TOTAL PLANT AND EQUIPMENT	916	0	916	0	0	0	0	916	0
INFRASTRUCTURE									
Roads	2,917	0	2,323	594	0	810	0	2,107	0
Kerb & Channel	250	0	150	100	0	170	0	250	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths	152	0	152	0	0	0	0	152	0
Drainage	101	0	50	51	0	0	0	101	0
Waste Management	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	17	0	17	0	0	0	0	17	0
Other Infrastructure	200	200	0	0	0	0	0	200	0
TOTAL INFRASTRUCTURE	3,637	200	2,692	745	0	810	0	2,827	0
TOTAL CAPITAL WORKS EXPENDITURE 2018/19	5,112	200	4,167	745	0	810	0	4,302	0

Summary of planned capital works expenditure (continued)

2019/20	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	573	0	573	0	0	0	0	573	0
Total Buildings	573	0	573	0	0	0	0	573	0
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	573	0	573	0	0	0	0	573	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	857	0	857	0	0	0	0	857	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Technology	40	0	40	0	0	0	0	40	0
TOTAL PLANT AND EQUIPMENT	897	0	897	0	0	0	0	897	0
INFRASTRUCTURE									
Roads	2,846	0	2,473	373	0	760	0	2,086	0
Kerb & Channel	280	0	200	80	0	0	0	280	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths	194	30	152	12	0	0	0	194	0
Drainage	110	0	110	0	0	0	0	110	0
Waste Management	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	0	0	0	0	0	0	0	0	0
Other Infrastructure	773	200	573	0	0	0	0	773	0
TOTAL INFRASTRUCTURE	4,203	230	3,508	465	0	760	0	3,443	0
TOTAL CAPITAL WORKS EXPENDITURE 2019/20	5,673	230	4,978	465	0	760	0	4,913	0

Summary of planned capital works expenditure (continued)

2020/21	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Up- grade \$'000	Expan- sion \$'000	Grants \$'000	Contri- butions \$'000	Council Cash \$'000	Borro- wings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	587	0	587	0	0	0	0	587	0
Total Buildings	587	0	587	0	0	0	0	587	0
Building Improvements	0	0	0	0	0	0	0	0	0
Total Building Improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	587	0	587	0	0	0	0	587	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	858	0	858	0	0	0	0	858	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers & Technology	40	0	40	0	0	0	0	40	0
TOTAL PLANT AND EQUIPMENT	898	0	898	0	0	0	0	898	0
INFRASTRUCTURE									
Roads	2,827	0	2,462	365	0	760	0	2,067	0
Kerb & Channel	330	0	200	130	0	0	0	330	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths	283	116	155	12	0	0	0	283	0
Drainage	160	0	160	0	0	0	0	160	0
Waste Management	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	0	0	0	0	0	0	0	0	0
Other Infrastructure	200	200	0	0	0	0	0	200	0
TOTAL INFRASTRUCTURE	3,800	316	2,977	507	0	760	0	3,040	0
TOTAL CAPITAL WORKS EXPENDITURE 2020/21	5,285	316	4,462	507	0	760	0	4,525	0

Summary of planned human resources expenditure

For the four years ending 30 June 2021

Department	Strategic Resource Plan			
	Budget	Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<i>Civic Governance</i>				
Permanent Full Time	398	402	406	410
Permanent Part Time	0	0	0	0
Total Civic Governance	398	402	406	410
<i>Corporate & Community Services</i>				
Permanent Full Time	1,618	1,604	1,707	1,775
Permanent Part Time	1,275	1,278	1,334	1,358
Total Corporate & Community Services	2,893	2,882	3,041	3,133
<i>Infrastructure Services</i>				
Permanent Full Time	3,164	3,320	3,314	3,387
Permanent Part Time	232	235	249	255
Total Infrastructure Services	3,396	3,555	3,563	3,642
Casuals and other expenditure	155			
Total staff expenditure	6,842	6,839	7,010	7,185
<i>Civic Governance</i>				
Permanent Full Time	2	2	2	2
Permanent Part Time	0	0	0	0
Total Civic Governance	2	2	2	2
<i>Corporate & Community Services</i>				
Permanent Full Time	15	14	14	14
Permanent Part Time	17	17	17	17
Total Corporate & Community Services	32	32	32	32
<i>Infrastructure Services</i>				
Permanent Full Time	49	49	49	49
Permanent Part Time	4	4	4	4
Total Infrastructure Services	53	53	53	53
Total casuals and other	2	2	2	2
Total staff numbers	89	88	88	88

The Senior Management Team includes Chief Executive Officer, Director Corporate & Community Services and Director Infrastructure Services.

Corporate & Community Services includes customer service centres, finance and accounting, information technology, corporate records and general administration and includes services related to community sustainability, homecare, property maintenance, tourism, youth activities, libraries, health and environment.

Infrastructure Services includes services related to roads, footpaths, bridges, drains, buildings, parks and gardens, contract management, swimming pools and recreational areas, land use planning, building contract services and emergency management.

Glossary of terms

Abbreviation	Term
CEO	Chief Executive Officer
FOI	Freedom of Information
GA	Greening Australia
KRA	Key Result Area
MAV	Municipal Association of Victoria
NBN	National Broadband Network
NDCI	National disposable community incomes
OHS	Occupational Health and Safety
RSP	Regional Strategic Plan
RCV	Rural Councils Victoria
SRP	Strategic Resource Plan
VAGO	Victorian Auditor-General's Office
WDA	Wimmera Development Association
WMRTA	Wimmera Mallee Regional Tourism Association
WMSA	Wimmera Mallee Sustainability Alliance
WSMRSP	Wimmera Southern Mallee Regional Strategic Plan



Contact us

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Senior Management Team

Chief Executive Officer:
Acting Director Corporate Services
Acting Director Community Services:
Director Infrastructure Services:

Mr Greg Wood
Mrs Monica Revell
Mr Phil King
Ms Anne Champness

Contact your Councillors

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big desert albacutya rainbow kenmare broughton yanac netherby lorquon jeparit nhill
glenlee antwerp tarranyurk kiata gerang gerung dimboola little desert
big desert albacutya rainbow kenmare broughton yanac netherby lorquon jeparit
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