

2021—2022

Annual Report

West Wimmera Shire Council



The best of country living

COUNCIL INFORMATION



OFFICES

Edenhope Customer Service Centre
49 Elizabeth Street, Edenhope VIC 3318
Tel: (03) 5585 9900
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Kaniva Customer Service Centre
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Tel: (03) 5392 7700
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POSTAL ADDRESS

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EDENHOPE VIC 3318

OFFICE HOURS

Monday to Friday
8.30am– 5.00pm

E - MAIL

council@westwimmera.vic.gov.au

WEBSITE

www.westwimmera.vic.gov.au

AUDITORS

Crowe Australia
Melbourne

Victorian Auditor General Office (VAGO)
Melbourne

SOLICITORS

Meerkin & Apel
Greville Street, Prahran

Maddocks
La Trobe Street, Melbourne

BANKER

National Australia Bank

INTERNAL AUDITOR

RSD Audit
Breen Street, Bendigo



2022 ANNUAL REPORT

The 2021-2022 Annual Report reviews our strategic, operational, and financial performance for the financial year 1 July 2021 to 30 June 2022. It is an important document that shows our community how we performed and whether we did what we promised.

It is a comprehensive report that compares our highlights and achievements with our strategic goals and strategies set out in our Council Plan 2021-2025. The West Wimmera Shire Council 2021-2022 Annual Report meets legislative and compliance reporting requirements under section 98 of the *Local Government Act 2020*.

The Annual Report contains the following:

- (a) a report of operations of the Council,
- (b) an audited performance statement,
- (c) audited financial statements,
- (d) a copy of the auditor's report on the performance statement,
- (e) a copy of the auditor's report on the financial statements under part three of the *Audit Act 1994*,
- (f) any other matters prescribed by the regulations.

Acknowledgement of Country

The West Wimmera Shire Council respectfully acknowledges the Traditional Custodians of the land, and pays respect to their elders, past, present, and emerging.

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ABOUT WEST WIMMERA

The West Wimmera Shire Council (WWSC) is situated along the Victorian – South Australian border, covers 9,108 square kilometres and includes the townships of Apsley, Edenhope and Harrow in the southern half of the Shire through to Gorokey, Kaniva and Serviceton in the north. Home to approximately 4,006 residents, the region prides itself for its welcoming communities and wide diversity of industry and environment.

Consisting of untouched desert parks, vast wetlands and fertile plains, West Wimmera is equally known for its acres of wheat, barley, canola, beans, oats, lentils and legumes, and as a home to the famous malleefowl, red-tailed black cockatoo and a unique abundance of wildflowers.



A relaxed informal lifestyle, Mediterranean climate and spectacular scenery are the key features of the West Wimmera region. There is no commuter rush, and any drive is framed by beautiful, natural vistas. The region boasts high-quality education and healthcare services and well-equipped sporting facilities providing excellent outdoor activities for young and old.

A wide range of community groups also provide social and recreational opportunities for residents and help increase the strong sense of community.

Who are we?

51

Medium age

\$1,207

Medium weekly household income

34.7%

Couples with children

35.2%

Lone person households

19.8%

Households with a mortgage

36.6%

Year 12 or equivalent

3.1%

Non-English speaking at home

1.1%

Aboriginal & Torres Strait Islanders

1,741

Number of employees in the West Wimmera

89.7%

Speak English only

37.5%

State they have no religion

39.2%

Employed by agriculture

The best of country living

COUNCIL VISION & VALUES

COUNCIL VISION

Our West Wimmera community is healthy, thriving, diverse, harmonious, prosperous, and self-sustaining, with regional and global connectivity.

OUR VALUES

Innovative - We will proactively respond to change, are optimistic about our future and pursue continuous improvement in everything that we do.

Accountable – We will be responsible, take ownership of our actions and are committed to good governance, excellence, transparency, achievement of goals and advocating for our community

United – We will do everything within our ability to encourage and form trusting relationships, to work together as one team to achieve our goals and advocate for 'One West Wimmera'.

Collaborative – We will actively and openly consult with you and work constructively with community organisations, agencies, the business community and other levels of government to our community's benefit.

Goal 1: Liveable & Healthy Community	Goal 2: Diverse and Prosperous Economy	Goal 3: Sustainable Environment	Goal 4: Good Governance	Goal 5: Our Commitment
<p>ACHIEVEMENTS</p> <ul style="list-style-type: none"> • Community Satisfaction Survey 2022 showed results significantly higher than both the state-wide and smaller rural council's average. • Management of the Poolaijelo fires, with Council donating a sum of \$30,000 to BlazeAid. • Implementation of childcare services in Edenhope. • A citizenship ceremony was held in December 2021 and Council welcomed one new Australian citizen to the Shire. 	<p>ACHIEVEMENTS</p> <ul style="list-style-type: none"> • Federal and State Government advocacy for the West Grampians Pipeline. Updated Business Case Addendum. • Commencement of the West Wimmera Shire Council Planning Scheme Review. • Significant investment in the upgrade of the Council's Road network: significant amount invested in upgrading, renewing and maintaining the road network to improve safety and productivity 	<p>ACHIEVEMENTS</p> <ul style="list-style-type: none"> • Secured \$30K of funding towards native vegetation management in Lake Wallace. • Lake Wallace Strategic Plan adopted 	<p>ACHIEVEMENTS</p> <ul style="list-style-type: none"> • Organisational restructure and adoption of the WWSC Workforce Plan 2021-2025. Including two directors appointed. • Adoption of Council Plan 2021-2025 and Annual Plan • Implementation of a new finance system. • Closed out 35 of 40 recommendations from the Victorian Inspectorate. • Implementation of the West Wimmera Shire Council Asset Plan. 	<p>ACHIEVEMENTS</p> <ul style="list-style-type: none"> • Innovation Platform developed and implemented

MAYOR'S MESSAGE



On behalf of Council, it gives me great pleasure to present the Annual Report 2021-2022. This always represents a time to pause and reflect on our achievements of the past 12 months. The role of Council includes:

- Acting as a representative government by considering the needs of the local community in decision making.
- Providing leadership by establishing strategic goals and strategies and monitoring their achievement.
- Maintaining the viability of Council by ensuring that resources are managed in a responsible and accountable manner.
- Advocating the interests of the local community to other communities and governments.
- Fostering community cohesion and encouraging active participation in civic life.

We have had many highlights in the past 12 months that Council is extremely proud of. One of Council's major initiatives earlier this year was the implementation of a childcare service in Edenhope. This service was much needed in the region, and we are now able to accommodate many children at the new centre. Community feedback has been extremely positive, and this centre has already helped many parents either return to or enter the workforce. We are now working on establishing a family day care centre set up at Goroke to further assist families in the Shire.

We have secured funding for a number of major projects in the Shire, including \$1.05 million to upgrade Edenhope Lakeside Tourist Park; \$1.445 million to upgrade and widen important truck routes in the Shire; \$250,000 to update the Edenhope Equine Facility; \$200,000 for new tennis and netball courts at Apsley; and \$30,000 for native vegetation management at Lake Wallace. We sincerely thank the state and federal governments for providing funding and helping make all of our major projects possible.

We have recently completed new landscaping works at the Goroke Kindergarten and the children are already enjoying their new playspace. Also, this year we started work on a new amenities block at the Kaniva Caravan Park; the Kaniva Kindergarten is currently undergoing renovations; and the new community pavilion at Goroke Recreation Reserve is nearing completion. We are looking forward to seeing these projects completed in the near future.

As we emerge from the pandemic and welcome tourists back into the region, Council has worked closely with hospitality businesses throughout the year to improve outdoor dining within the Shire. New outdoor table settings have been installed, and other improvements such as street cleaning, furniture refurbishment, new bins, and fresh paint, has helped keep our streets looking better than ever. We hope more people continue to visit West Wimmera Shire in the future.

Finally, I would like to thank our Councillors for their commitment to West Wimmera Shire Council and their ongoing efforts on behalf of residents. I also thank businesses, members of community groups and Council staff for all having contributed to improving the liveability and amenities of our Shire.

A handwritten signature in blue ink that reads "B. H. Meyer".

Cr. Bruce Meyer OAM
Mayor

CEO'S MESSAGE



West Wimmera Shire Council's 2021-2022 Annual Report details our activities in the past 12 months and outlines our achievements in line with the 2021-2025 Council Plan strategic goals.

The Chief Executive Officer is responsible for:

- Establishing and maintaining an appropriate organisational structure for Council,
- Ensuring that the decisions of Council are implemented without undue delay,
- The day-to-day management of Council's operations in accordance with the Council Plan,
- Developing, adopting, and disseminating a code of conduct for Council staff,
- Providing timely advice to Council.

The 2021-2022 year saw many significant achievements within the organisation. After the Edenhope Library moved out of the Council office, and into its new home at the Edenhope and District Community Centre, there was an opportunity for change within Council offices. The old library section has been fitted out to accommodate new staff working areas, and the community services staff that were in the Edenhope Business Centre have now been moved into the main office. This creates a more inclusive environment for staff at Edenhope, which provides greater efficiencies for Council service delivery.

In January 2022, we welcomed two new directors – Director Infrastructure Development and Works Ram Upadhyaya and Director Corporate and Community Services James Bentley. During this time, we underwent an organisational restructure to help improve efficiency within Council.

At the end of June 2022, Council's financial position remains strong. Staff implemented a new software system, which has changed the way they handle rates, animal registration, finance, payroll, and customer requests. This has been a learning curve for many Council staff, and I thank everyone for their patience and willingness to adapt during this time.

Council's results in the Victorian Community Satisfaction Survey were again very favourable. In the 17 categories that the West Wimmera Shire Council is rated against, performance was similar to, or significantly higher than, the small rural shire group and state-wide averages on all measures in 2022. This reflects the high standard of work all our Council employees adhere to.

As Councillors and managers, it is our job to listen to community sentiment and understand your priorities. We have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible.

I would like to take the opportunity to acknowledge Council, the local community and all West Wimmera Shire Council staff who have contributed to delivering our Council's vision and Council Plan.

A stylized, handwritten signature in black ink, consisting of a large, flowing 'D' followed by a series of loops and a final horizontal stroke.

David Bezuidenhout

Chief Executive Officer

FINANCIAL SUMMARY 2021/2022

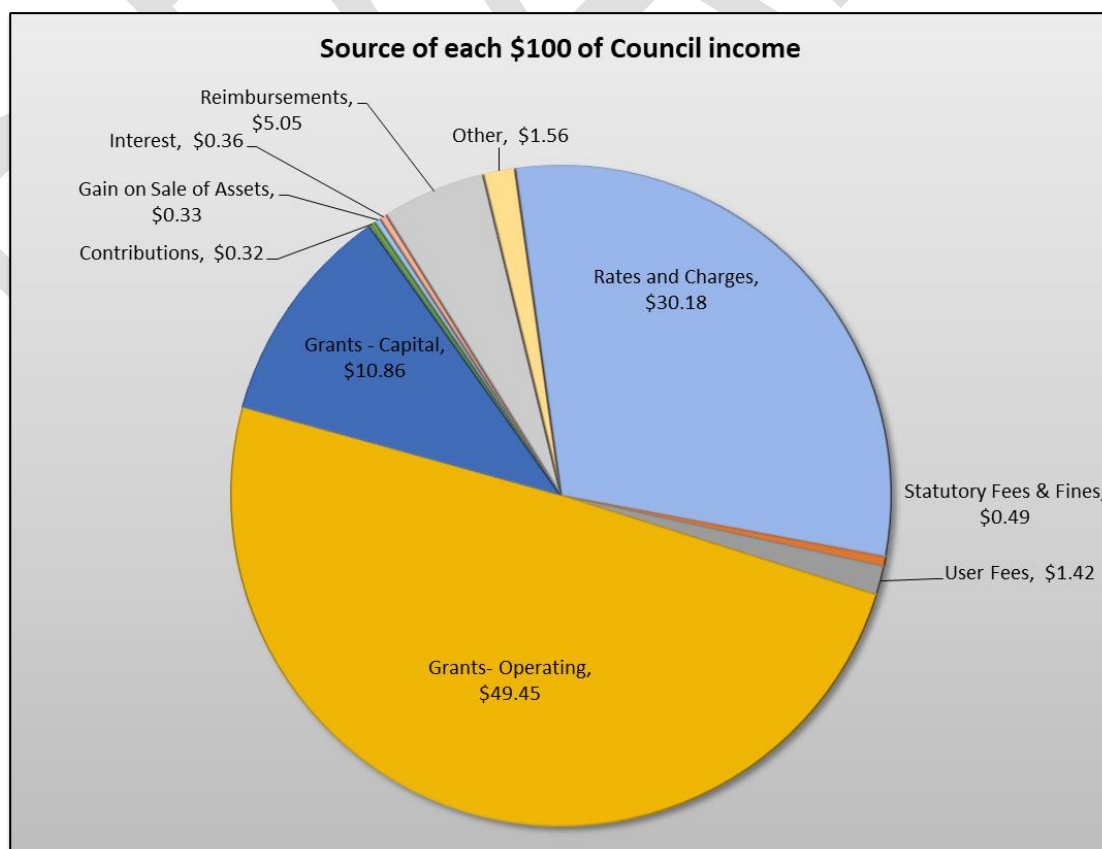
Council's financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the financial statements and performance statements of this report.

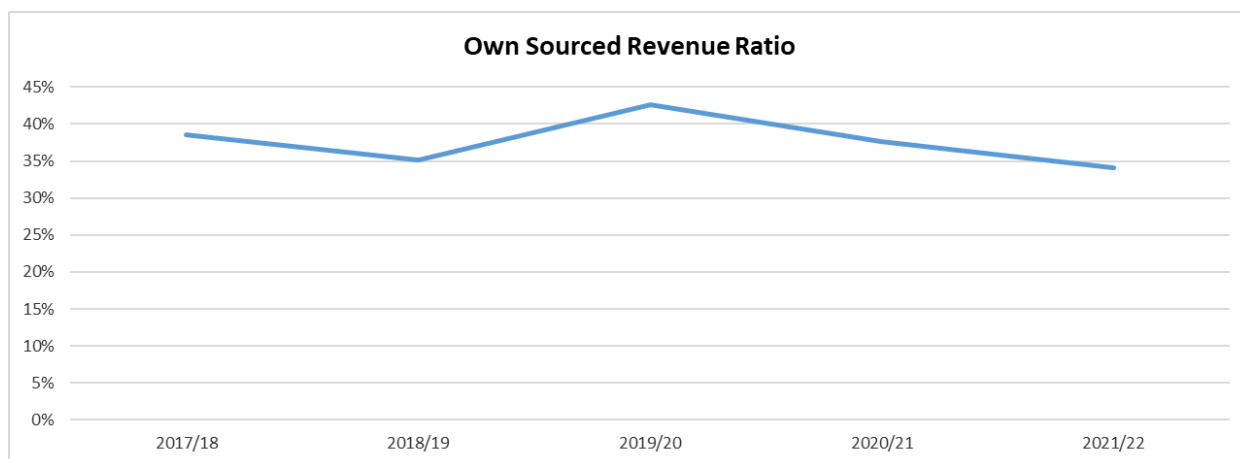
OPERATING POSITION

Council's operating result for 2021-22 shows an operating surplus of \$1.20 million (\$0.61 million deficit in 2020-21). After taking into consideration other comprehensive income, Council's total comprehensive result was a surplus of \$1.23 million (\$33.23million surplus 2020-21). This large comprehensive surplus from 2020-21 included an asset revaluation increment of \$33.83million as a result of a revaluation of Council's road assets. Council's underlying result for 2021-22 (the operating surplus less non-recurrent income) shows a deficit of \$2.50million (2020-21 \$2.40million deficit).

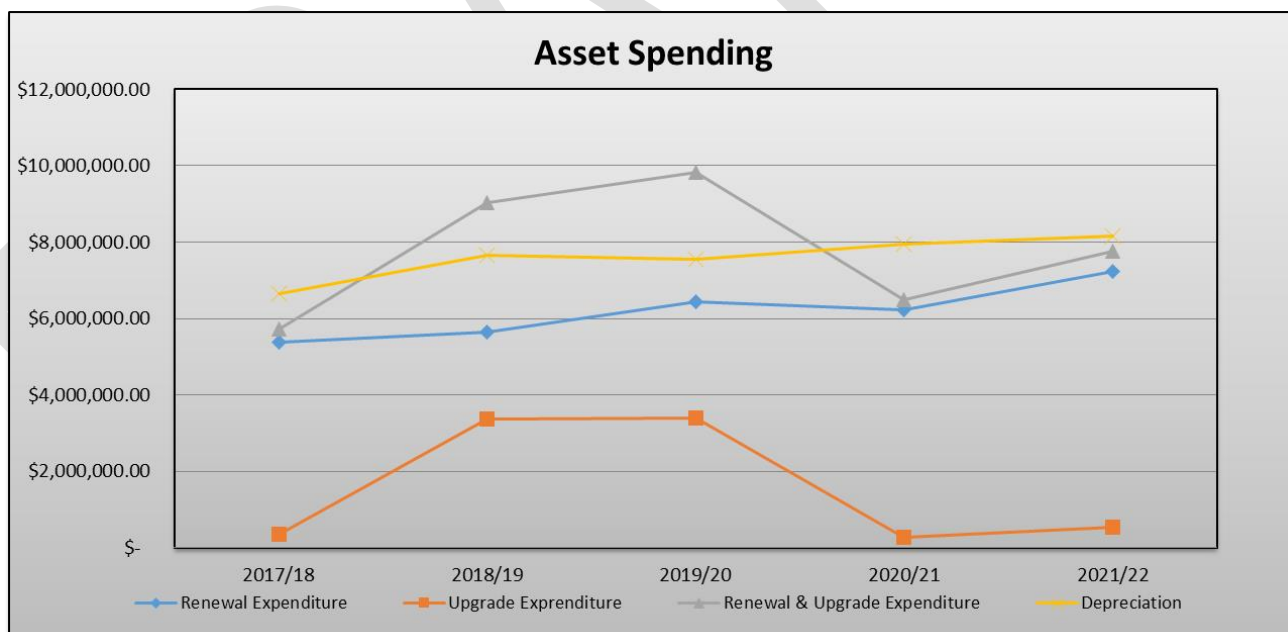
When analysing Council's financial data, we note that Council incurred a significant depreciation charge of \$8.17 million for 2021-22. This amount is not a cash expense, rather it represents the consumption of Council's assets annually. If this amount was removed from Council's underlying result, Council would be generating a significant underlying surplus.

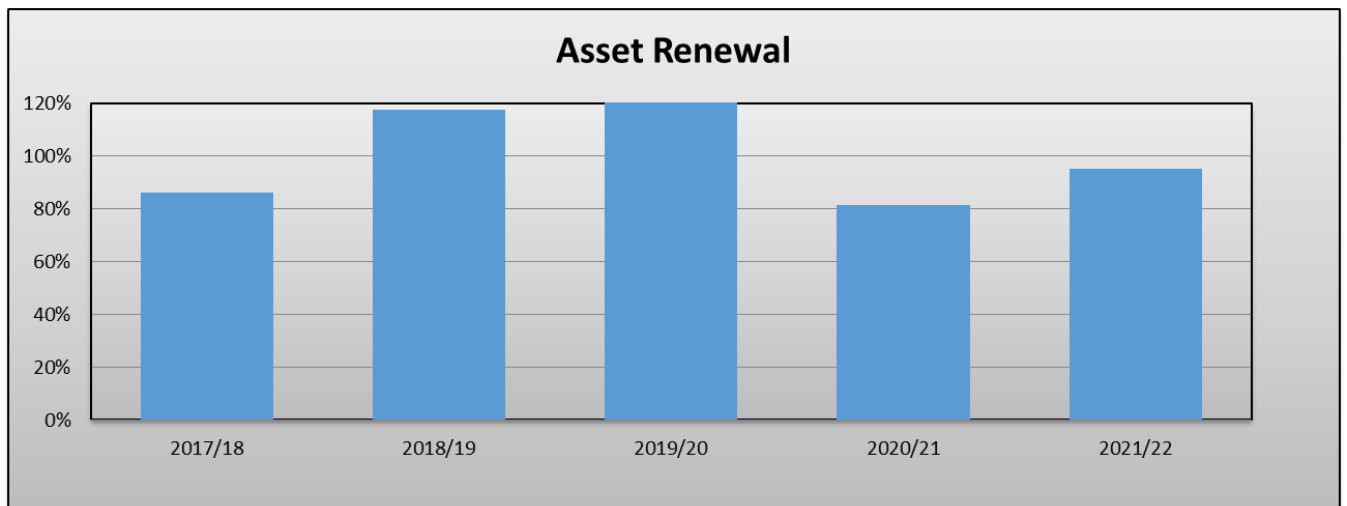
Roughly 60% of Council's income in 2021-22 was derived from external operating and capital grant funding. This highlights Council's reliance on external sources to fund its operations. For the 2021-22 year, Council's own-sourced revenue accounted for 34% of its total income (\$9.20million). As has been the case in prior years, Council continues to be heavily reliant upon external funding sources (particularly capital grants) to fund its asset renewal requirements and ongoing operations. It must be said that this is not an uncommon position within local government in Victoria, with all but the largest municipalities facing similar issues. A breakdown of Council's income sources is as follows:





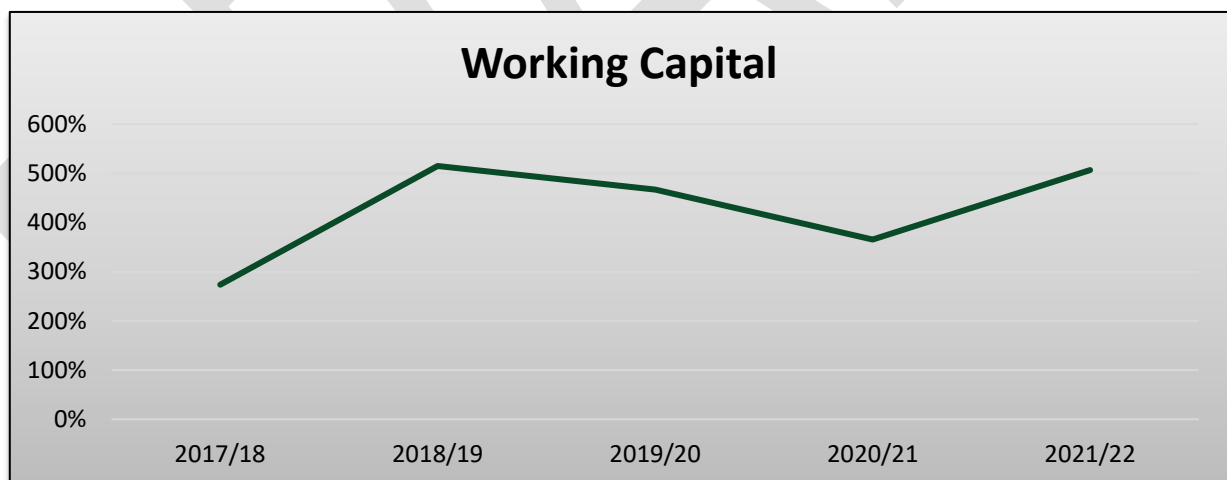
Council delivered a significant capital expenditure program during 2021-22 of \$7.85million, up from \$6.56million in 2020-21. Of this, \$5.86million was spent on roads with a further \$0.18million spent on other infrastructure such as footpaths and drainage. Council's asset renewal ratio was 95% in 2021-22, indicating the depreciation expense was slightly higher than Council's spend on asset renewal and upgrades. However, it is noted that Council has still exceeded the annual asset renewal requirement spend per its most recent revaluation of road and infrastructure assets.



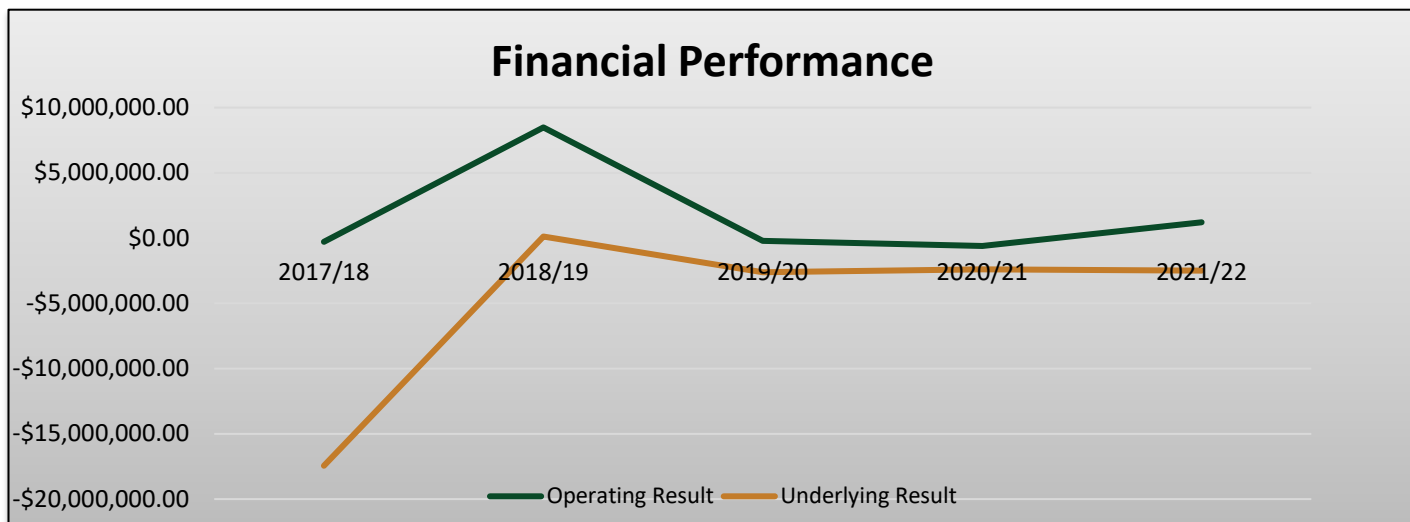


Council's cash position remains healthy, with unrestricted cash of \$8.80million and a total of \$17.20million cash on hand at 30 June 2022. Council is holding commitments by way of reserves, carried forward capital project funds, unspent grants and trust deposits of \$8.39million. It must be noted that the majority of the \$8.39million of funds restricted is held on a discretionary basis which Council may resolve to use for other purposes if the need arises.

Council retains a solid working capital ratio. This is the coverage of current liabilities by current assets and measures the ability of Council to cover liabilities as and when they fall due. At 30 June 2022 Council had a working capital ratio of 507%.



Overall, Council has reported an operating surplus of \$1.20million for the 2021-22 year. The underlying operating result is very consistent with the prior year.



A lack of own sourced revenue sources other than rate income coupled with the 1.5% rate cap creates a complex financial sustainability issue for Council into the future.

Council has met its asset renewal requirements per the most recent valuation and condition assessment. Council was holding property, plant and infrastructure assets of \$226.70million as at 30 June 2022, of which infrastructure accounts for \$205.14million. Being Council's largest asset class by far, continued focus must be placed on meeting minimum asset renewal requirements annually and again highlights Councils dependence on grant funding.

Council has traditionally seen large fluctuations in grant funding over the years, with a significant total increase of \$4.42million in grant funding as compared with the prior year. \$1.70 million of this increase was seen in non-recurrent grants, with \$2.72million increase in recurrent grants. This is predominantly due to the prepayment of 75% of the 2022-23 Financial Assistance Grant allocation.

DESCRIPTION OF OPERATIONS

West Wimmera Shire Council is responsible for the delivery of over 70 services across many areas including:

For Our Community



- Building Services and Planning Permits
- Libraries
- Sporting Facilities
- Parks, Gardens and Playgrounds
- Council-run events
- Support for Community-run events
- Community grants for activities
- Waste and recycling services
- Road and footpath maintenance
- Graffiti removal
- Environmental sustainability initiatives
- Local amenities and facilities maintenance
- VIC Roads Agency Services
- Animal control
- Pet Registration
- Provision of seasonal swimming pools
- Tourism development
- Street cleaning
- Fire prevention and pest management
- Accommodation
- Volunteer support
- Street lighting and signage

For Our Businesses



- Food and Health businesses registration and regulation
- Business support and education
- Business networking opportunities
- Business permits
- Food safety regulation programs

For Our Older People and People with a Disability



- Referral for aged care and disability services
- Social support groups
- Personal care and home care
- Emergency support
- Property maintenance
- Living at home assessments
- Delivered meals (meals on wheels)
- Community transport programs
- Respite care

For Our Families



- Playgroups
- Kindergartens
- Family services
- School crossing supervisors
- Social support for youth
- Early years support
- Maternal Childrens health services

This broad range of community services and infrastructure for residents, supports the wellbeing and prosperity of our community. Council's Vision, Strategic Goals and Strategies to further improve services and facilities are described in our Council Plan 2021-2025. The associated Annual Plan 2021/2022 and the Budget 2021/2022 are guided and reported upon in this document.

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

The delivery of services, facilities, support and advocacy to achieve the Strategic Goals and Strategies is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislation.

ECONOMIC FACTORS

The 2021-2022 year saw the continual impact of the COVID-19 pandemic continue across the West Wimmera Shire. The first half of the year consisted of recurrent lockdowns; however, the second half of the year saw the opening of the economy. As confidence grew with the new covid normal, visitors started to return to the Shire.

Rate capping, which started 1 July 2016, is progressively effecting Council's ability to fund service delivery and capital works, however, additional federal funding has again helped to offset a portion of this challenge for the 2022-23 period. Due to the COVID-19 pandemic and continuing impacts on the local economy, interest rate rises and inflation, Council has not sought any exemptions to the rate cap for the 2022-23 period.

MAJOR CAPITAL WORKS

The capital works program forms a significant proportion of Council's budget. A variety of capital works were carried out including, renewal, upgrade, and safety initiatives of sections of roads and street infrastructure.

Major capital works delivered in 2021-2022 include:

Roads and street improvements:

Kadnook - Connewirricoo Rd. Ch. 5800 - Ch. 7350 x 6.2m seal	\$361,000
Broughton Road Ch. 19320 - Ch. 20220 x 6.0m	\$202,000
Webbs Rd Ch. 700 - Ch. 1190 & Ch. 1440 - 1550 x 4.0m seal	\$117,000
Miram Nth Road Ch. 350 - Ch. 2670 x 4.0m seal	\$375,000
Cove Estate Rd. Ch. 2450 - Ch. 2850 x 6.2m seal	\$149,000
Mitre Road Ch. 1090 - Ch. 1570 x 6.2m seal	\$201,000
Street light additions	\$10,000
Harrow Rd construction (sealing) parking lanes, Windsor St. - Hallahan Rd	\$28,000
Reseals	\$1,200,000
Shoulder resheeting of various sealed roads	\$400,000
Resheeting of gravel roads	\$1,200,000

Footpaths:

Kelly St, Kaniva, footpath, Rogerson St - Paterson St	\$37,000
Elizabeth St, Edenhope, footpath, Dundas St - bend	\$48,000

Bridge and culvert works:

Harrow - Clear Lake Road Bridge over Salt Creek	\$256,000
Powers Creek Bourkes Bridge Rd culvert repairs	\$80,000

Buildings and structures upgrade:

Kaniva pool concrete surround western end, replacement	\$10,000
Replacement of both shade structures at Goroke Kindergarten	\$22,000
Edenhope Customer Service Centre fit out	\$30,000
Goroke Men's Shed floor tiles replacement	\$30,000
Tank stand deck replacement, Gymbowen bore	\$11,000
Tank stand deck replacement, Nurcounge bore	\$4,000

MAJOR CHANGES

West Wimmera Shire has again undergone significant changes over the 2021-22 period.

Director Corporate & Community Services:

- Vincent McKay, employed as Interim Director Corporate and Community Services, commenced 6 April 2021 and ceased employment 6 May 2022.
- James Bentley, appointed as Director Corporate and Community Services, commenced 3 December 2021.

Director Infrastructure, Development and Works

- Mark Marziale, Director Infrastructure, Development and Works commenced 13 June 2018 and ceased employment 8 October 2021.
- Ram Upadhyaya, Director Infrastructure, Development and Works commenced 4 January 2022

The staged implementation of the *Local Government Act 2020* has seen Councillors and Council officers dedicating time to researching and developing a suite of requirements within statutory delivery timeframes.

MAJOR ACHIEVEMENTS

- Implementation of childcare service in Edenhope
- Implementation of Council Plan 2021-2025 and Annual Plan 2021-2022
- *Local Government Act 2020* implementation program
- Adoption of the 2022-23 Budget
- Commencement of Planning Scheme review
- Ongoing pandemic response
- Success with external funding applications – roads funding, early years, tourism, sport and recreation, internal system improvement
- Innovation Platform implementation
- Emergency management of Langkoop – Poolaijelo fires
- Asset Management Plan adoption
- Improvements to internal structure and operations
 - o Hybrid workplace
 - o Organisational restructure/ filling key positions in the organisation
 - o Development and implementation of Procurement Manual
 - o Information Management (IM) Collaboration
 - o Implementation of OH&S system
 - o Development of facilities register
 - o Adapting to change (adapting role/position change)
 - o Implementation of a new finance system
 - o Development and implementation of intranet
 - o Team building and collaboration

COVID 19 RESPONSE

COVID-19 continued to create challenges for our organisation and communities in 2021-2022.

What did we do?

- Council held a West Wimmera Shire Pandemic Response Plan meeting for our local businesses to discuss the emergency response to the COVID-19 pandemic. The meeting provided local businesses with a clear understanding of how emergency management worked on all levels and to answer questions.
- Council sought and received funding to implement the Local Government Business Concierge and Hospitality Support Program. Council recruited Greg Varidel, Business Concierge and Hospitality Support Officer from the 9 August 2021 - 30 November 2021 to help businesses navigate the COVID-19 pandemic.
- Council continued to meet weekly with Grampians Public Health Unit to discuss the public health response to COVID-19.
- Council re-adopted the COVID-19 Financial Hardship Rate Recovery Policy on the 18 August 2021 to address temporary financial hardship due to effects of COVID-19.

OUR COUNCIL

In accordance with the objectives of the *Local Government Act 2020*, West Wimmera Shire Council has a democratically elected Council, consisting of five councillors elected from an un-subdivided municipal district. Our Councillors are accountable, transparent, collaborative, efficient and engaged with the community they serve.

The following Councillors were duly elected in October 2020: Cr Bruce Meyer OAM, Cr Jodie Pretlove, Cr Trevor Domaschensz, Cr Tom Houlihan and Cr Tim Meyer.

CR. BRUCE MEYER OAM



Councillor Bruce Meyer was elected Mayor in November 2021.

First elected as representative for the former Shire of Kaniva in 1993, serving until that Shire amalgamated with the Shires of Kowree and Arapiles in 1995. Councillor Meyer was elected to the inaugural West Wimmera Shire Council in 1997 and has continuously represented the Shire since then.

Elected:

First Term: 1993, Shire of Kaniva

Current Term: 18 October 2020

Committee Representative:

- Audit and Risk Committee
- CEO Performance Planning Advisory Committee
- Crabtree Estate
- Kaniva Community Sporting Complex
- Municipal Association of Victoria
- Northwest Municipalities Association
- Rural Councils Victoria
- West Wimmera Shire Cemetery Trust
- Wimmera Regional Library Corporation
- West Wimmera Shire Kaniva Recreation Reserve Advisory Committee

Contact Details:

Tel: 0437 261 280

Email: BruceMeyer@westwimmera.vic.gov.au

CR. JODIE PRETLOVE



Councillor Pretlove was elected Deputy Mayor in November 2021.

Elected:

First Term: 22 October 2016

Current Term: 18 October 2020

Committee Representative:

- West Wimmera Shire Cemetery Trust
- CEO Performance Planning Advisory Committee
- Little desert National Park Fire Committee
- Wimmera Primary Care Partnership
- Wimmera Southern Mallee Regional Transport Group
- West Wimmera Shire Sustainability Advisory Committee

Contact Details:

Tel: 0437 238 902

Email: JodiePretlove@westwimmera.vic.gov.au

CR. TREVOR DOMASCHENZ



Elected:

First Term: 22 October 2016

Current Term: 18 October 2020

Committee Representative:

- CEO Performance Planning Advisory Committee
- West Wimmera Shire Sustainability Advisory Committee
- West Wimmera Landcare Network
- West Wimmera Cemetery Trust
- Wimmera Development Association
- Wimmera Mallee Regional Tourism Association
- West Wimmera Tourism Association

Contact Details:

Tel: 0437 220 351

Email: TrevorDomaschenz@westwimmera.vic.gov.au

CR. TOM HOULIHAN



Elected:

First Term: 22 October 2016

Current Term: 18 October 2020

Committee Representative:

- CEO Performance Planning Advisory Committee
- Douglas Mine Environment Review Committee
- Grampian Central Waste and Resource Recovery Group
- Johnny Mullagh Interpretive Centre Inc
- Municipal Emergency Management Planning Committee
- Municipal Fire Prevention Committee
- West Wimmera Rural Water Supply Project Steering Committee
- West Wimmera Cemetery Trust
- Wimmera Mallee Sustainability Alliance

Contact Details:

Tel: 0437 219 881

Email: TomHoulihan@westwimmera.vic.gov.au

CR. TIM MEYER



Elected:

First Term: 18 October 2020

Current Term: 18 October 2020

Committee Representative:

- CEO Performance Planning Advisory Committee
- Big Desert National Park Fire Control Committee
- Rail Freight Alliance
- West Wimmera Cemetery Trust
- Western Highway Action Committee
- Wimmera Southern Mallee Regional Transport Group

Contact Details:

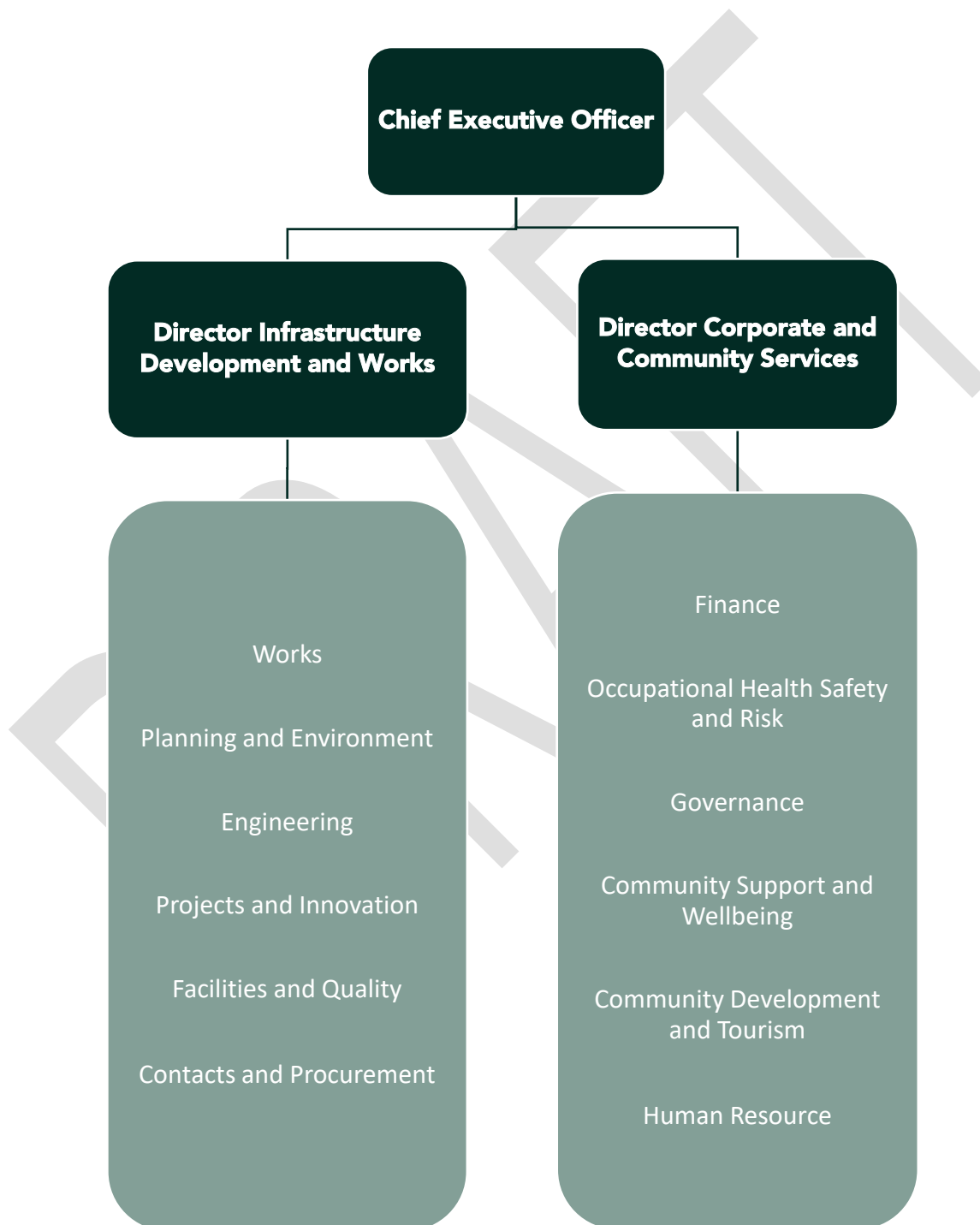
Tel: 0437 219 818

Email: TimMeyer@westwimmera.vic.gov.au

OUR PEOPLE

ORGANISATIONAL STRUCTURE

Council is the governing body that appoints the Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Two directors and the CEO form the Executive Leadership Team.



CEO AND DIRECTOR BIOS



Chief Executive Officer

Appointee: **David Bezuidenhout (May 2021 – Current)**

David Bezuidenhout was born in South Africa and spent nearly 20 years in the Defence Force. David is qualified as a lawyer and worked in private practice for 16 years in South Africa and later in Queensland after migrating to Australia in 2006. Over the next 12 years, David worked in both the legal space and in senior projects and general management roles for firms including, Warley Parsons and Spotless in Queensland.

David made the transition into the public sector in 2015 as Head of Capital Projects for the Gladstone Area Water Board and in 2018 joined Cloncurry Shire Council in northwest Queensland as its CEO.



Director Infrastructure Development and Works

Appointee: **Ram Upadhyaya (January 2022 - Current)**

Areas of responsibility:

- Road's program
- Footpaths
- Waste, Recycling and Transfers
- Culverts and Drains
- Public and Environment Health
- Statutory Planning, Municipal Building Surveyor
- Strategic Planning
- Property Services
- Emergency Management and Fire Prevention
- Domestic Animals and Local Laws
- Roadside Pests and Weeds Program
- Parks and Gardens
- Aerodrome
- Quarries
- Contracts and Procurement
- Seasonal pools
- Shire buildings
- Qualities and Facilities
- Projects and Innovation

Ram commenced with Council as Director Infrastructure, Development and Works in January 2022 and brings extensive experience in asset management, project management, leadership, and stakeholder management. He has a very young family and thoroughly enjoys the rural lifestyle. Having worked in the Wimmera and for several councils over the past 10 years, Ram understands the challenges faced by the community and Council.

Ram holds a master's degree in Infrastructure Engineering and Management.



Director Corporate and Community Services

Appointee: **Vin McKay (Interim Director April 2021 – January 2021)**
James Bentley (December 2021 – Current)

Areas of responsibility:

- Finance, Rates and Revenue
- Customer Service
- Human Resources
- Governance
- Occupational Health, Safety and Risk
- Kindergartens, Early Years Services
- Risk Management, Audit Committee
- Maternal and Child Health Services
- Youth Services
- Home and Community Care Services
- Community and Volunteer Support
- Information Technology
- Libraries
- Cemeteries
- Community Development and Tourism

James Bentley, Director Corporate and Community Services

After starting his career in corporate risk and underwriting in Sydney, James transitioned to Local Government in 2006. He has held senior roles in customer experience, finance and revenue in Councils across New South Wales and Queensland and brings with him genuine enthusiasm about the power of positive culture to deliver improvement for our community. James has completed his Master of Professional Accounting through RMIT and believes that working in Council is one of the most satisfying ways to contribute to the prosperity and sustainability of the place we call home.

Vin McKay, Interim Director Corporate and Community Services

Vin McKay held the role of Interim Director of Corporate and Community Services between April-January 2021. Vin holds a Bachelor of Arts (psychology and sociology majors); Graduate Diploma in Educational Counselling; Graduate Diploma Business Administration and has held a variety of senior roles at various Councils including Melton, Cairns, Glen Eira, and Nillumbik. He has also worked as a consultant in the Local Government and not-for-profit sectors and been a board member for libraries and health services, as well as an officer for various community groups.

HUMAN RESOURCES

A summary of the number of Council staff by organisational structure, employment type and gender, is set out below.

Table 1: Employee Distribution by Organisational Structure by Employment Type by Gender

Employment Type/ Gender	CEO & Governance	Corporate & Community Services	Infrastructure, Development & Works	Total
Permanent FT - F	1	11	4	15
Permanent FT - M	1	4	49	51
Permanent FT - X	-	-	-	-
Permanent PT - F	-	31	8	37
Permanent PT - M	-	1	8	9
Permanent PT - X	-	-	-	-
Casual - F	-	16	2	18
Casual - M	-	2	5	7
Casual - X	-	-	-	-
Total	2	65	76	143

F = Female, M = Male, X = Persons of self-described gender

FT = Full time, PT = Part time

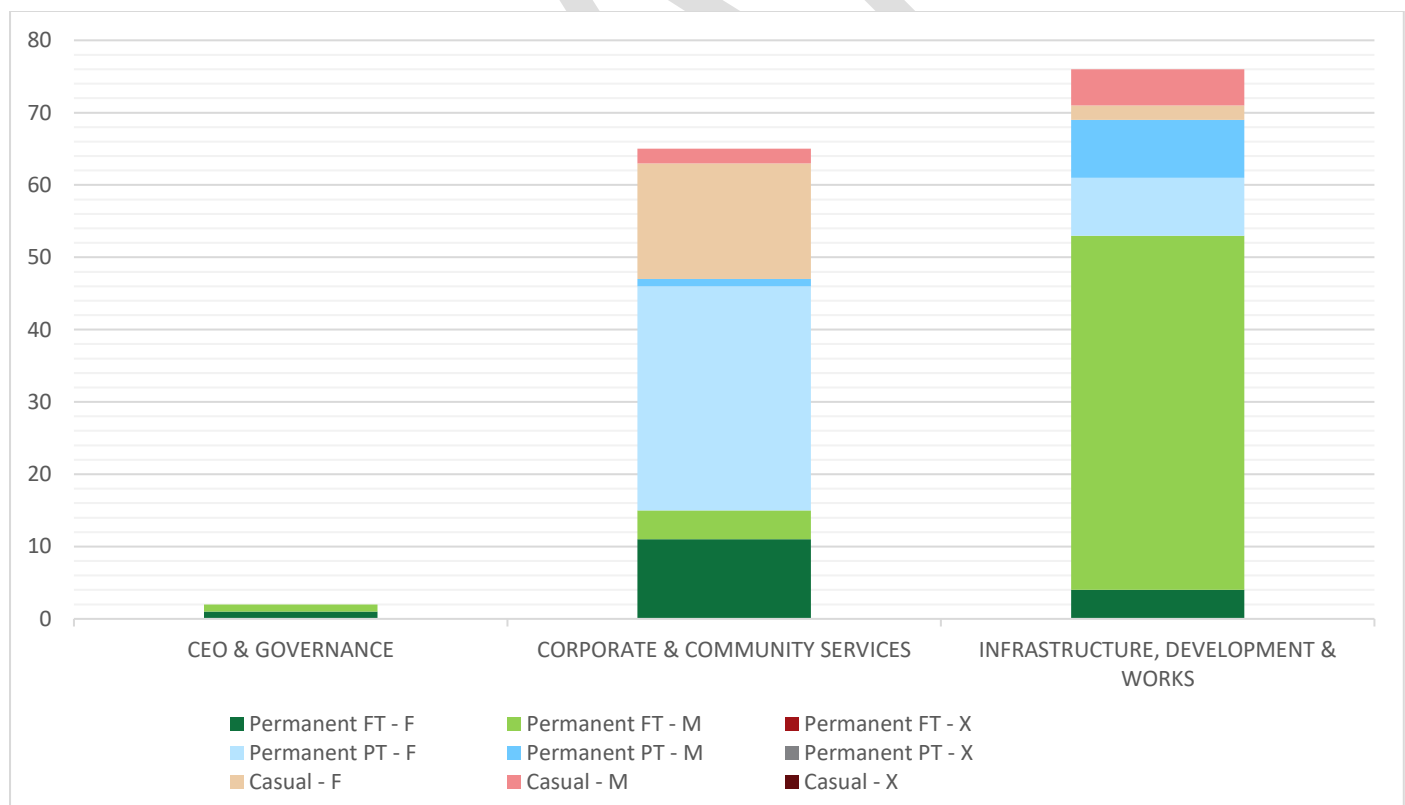


Figure 1: Employee Distribution by Organisational Structure by Employment Type by Gender (CEO, Corporate and Community and Infrastructure Development and Works)

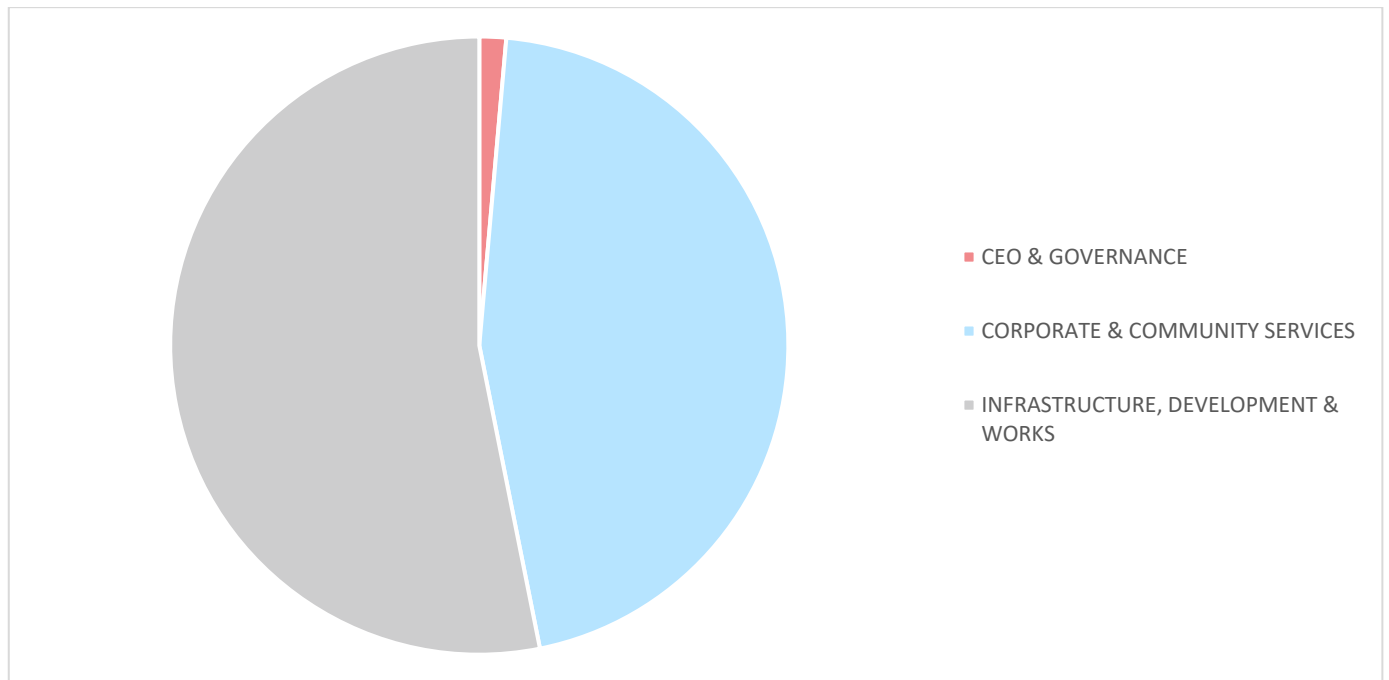


Figure 2: Percentage distribution of gender and employment type within organisational structure (CEO, Corporate and Community and Infrastructure Development and Works)

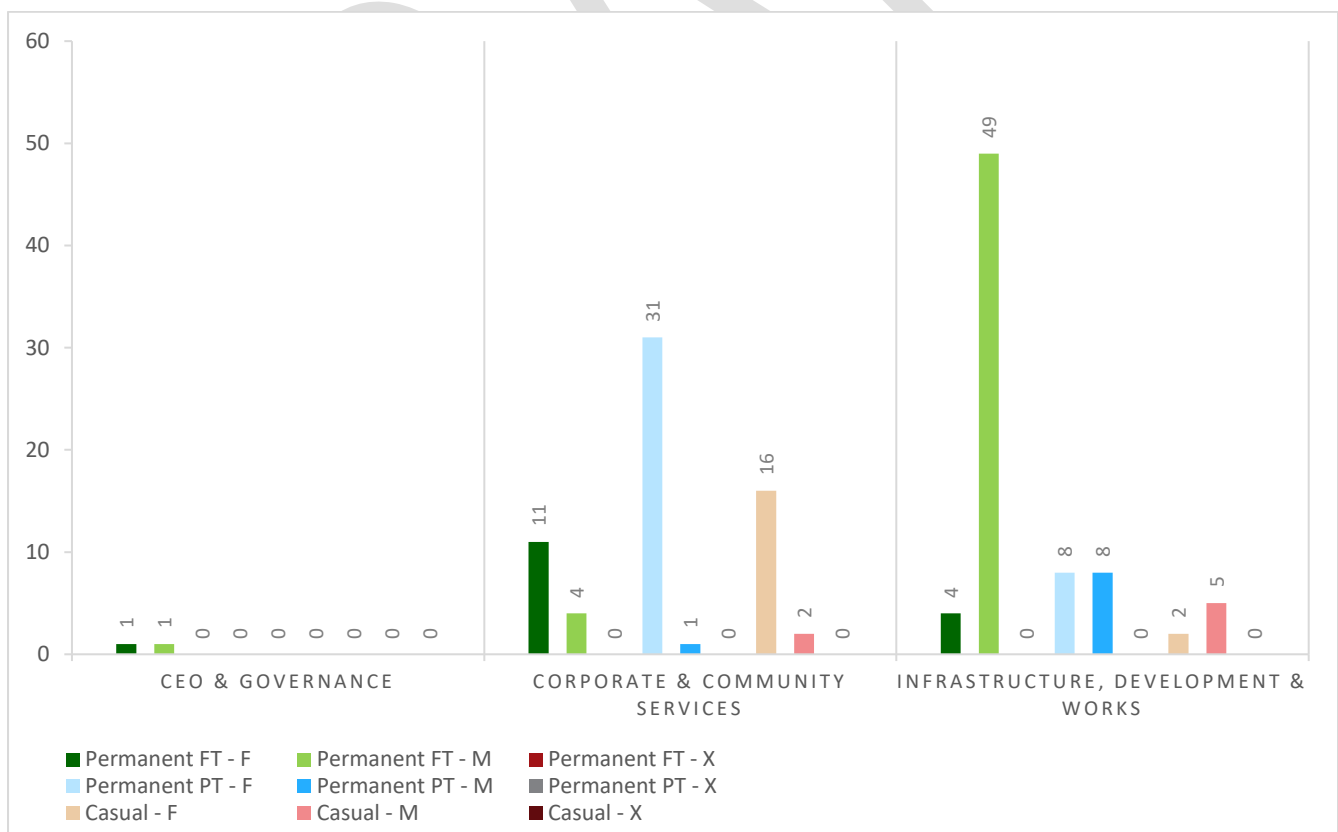


Figure 3: Distribution of employees by organisational structure, employment type and gender (CEO, Corporate and Community and Infrastructure Development and Works)

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

Table 2: Employee distribution by banding by gender

	Female			Male			Self-described			Total FTE
	FT	PT	Casual	FT	PT	Casual	FT	PT	Casual	
Band 1	0	0.2	-	0	0	-	-	-	-	0.2
Band 2	0	8.3	-	8	0	-	-	-	-	16.3
Band 3	0	0	-	24.6	0	-	-	-	-	24.6
Band 4	6	3.8	-	4	0.8	-	-	-	-	14.6
Band 5	4	4.3	-	7	0.6	-	-	-	-	15.9
Band 6	1	3.8	-	2	0.6	-	-	-	-	7.4
Band 7	2	2.1	-	2	0	-	-	-	-	6.1
Band 8	4	0	-	5	0	-	-	-	-	9
Other	0	9.4	-	3	0	-	-	-	-	12.4
TOTAL	17	31.9	-	55.6	2	-	-	-	-	106.5

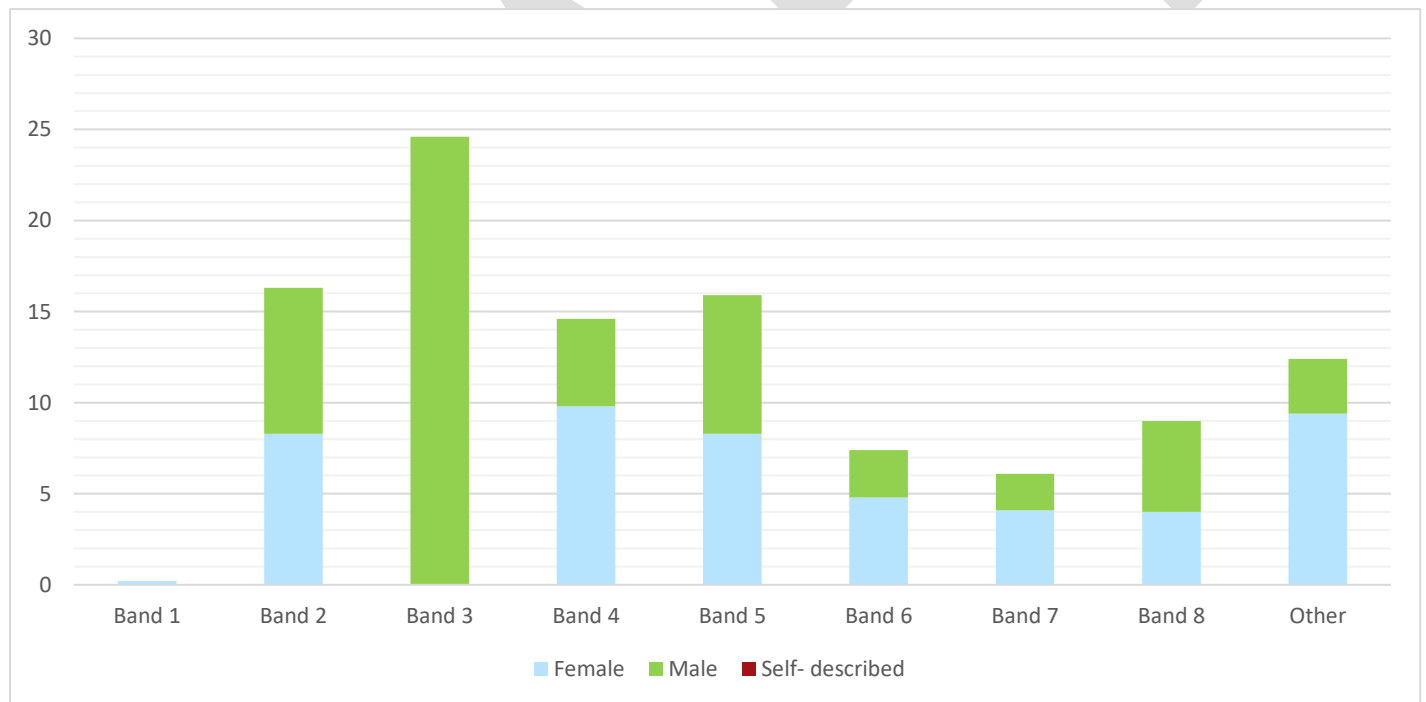


Table 3: Employee distribution by banding by gender

EQUAL EMPLOYMENT OPPORTUNITY AND HUMAN RIGHTS

Council continued to implement the requirements of the *Gender Equality Act 2020* throughout the year, including conducting a workplace gender audit to assess our organisational performance against workplace gender equality indicators. Council has also developed a Gender Equality Action Plan (GEAP) which includes the results of the gender audit, and strategies and measures to improve gender equality in the workplace.

Council also looks to how it can promote gender equality in its policies, programs, and services by conducting Gender Impact Assessments to assess how they affect different genders in different ways. Assessments are done on Council programs or services that have a direct and significant impact on the public.

Council also sought to make gender equality a focus in our new Enterprise Bargaining Agreement (EBA) (approved October 2021) through the introduction of a provision for disputes regarding a systemic gender equality issue not resolved in the workplace to be referred to the Public Sector Gender Equality Commissioner.

Victorian Local Government Women's Charter

At the June 2022 Council meeting, the West Wimmera Shire Council formally passed a resolution to become a signatory to the Victorian Local Government Women's Charter (the Charter). The Charter will provide Council with clear strategic goals and a framework in the promotion of their existing efforts towards achieving gender equality and improvement outcomes for women and men by:

- Promoting the principles of gender equity, encouraging diversity in representation and participation and women's active citizenship.
- Ensuring that gender equality remains a critical consideration with respect to the work that councils do in supporting communities.
- Aligning with Councils' gender equality strategies and family violence prevention plans, as well as community capacity building (diversity and active participation in local decision-making and the local democratic process).

Enterprise Bargaining Agreement

A new Enterprise Bargaining Agreement was successfully negotiated and approved by the Fair Work Commission, with an operative date of 1 July 2021, and a nominal expiry date of 15 October 2024.

OUR PERFORMANCE

INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK

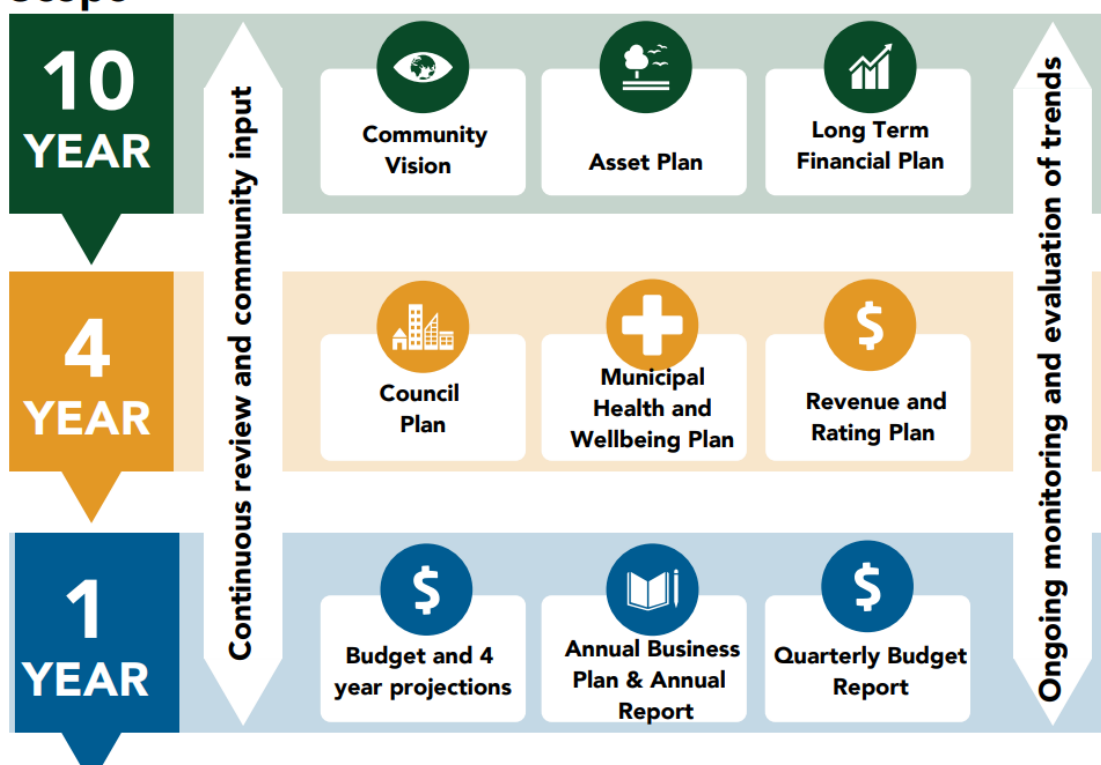
Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years),
- A Council Plan (for at least the next four financial years),
- A Financial Plan (for at least the next 10 financial years),
- An Asset Plan (for at least the next 10 financial years),
- A Revenue and Rating Plan (for at least the next four financial years),
- An Annual Budget (for the next four financial years),
- A Quarterly Budget Report
- An Annual Report (for each financial year), and
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least four years).

Scope



The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for Local Government.

COUNCIL PLAN

The West Wimmera Shire Council Plan 2021-2025 (the Plan) is Council's key strategic document and incorporates the Municipal Public Health and Wellbeing Plan with Council's commitment to health and wellbeing reflected throughout. The Plan includes Council's values and goals, which set the outcomes that Council wants to achieve over the current four-year Council period. These outcomes are also aligned with the 2041 Community Vision.

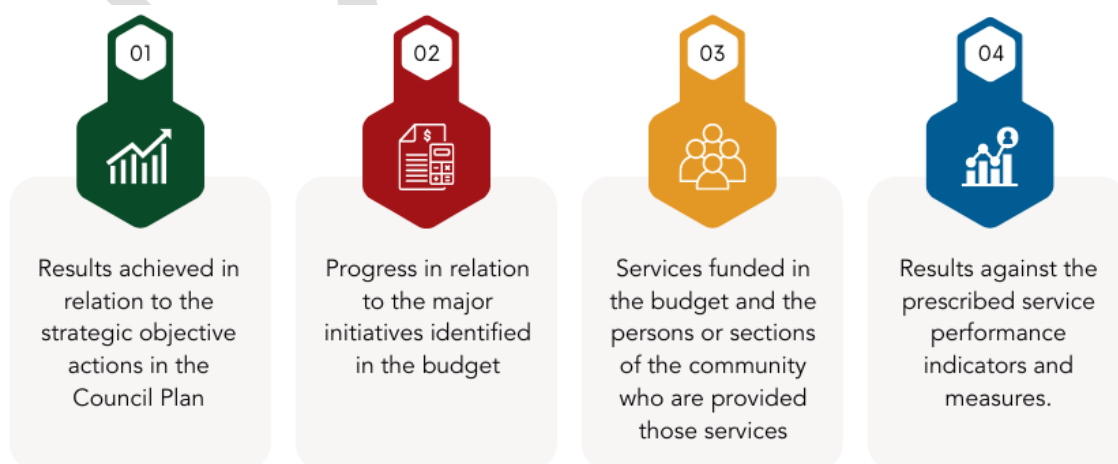
The Council Plan goals are broken down into strategies, initiatives and timing and each year the Annual Plan allows for these actions to be tracked and actioned.

The following are the five goals detailed in the Plan.



PERFORMANCE

Council's performance for the 2021-2022 year has been reported against each strategic goal and strategy to demonstrate how Council is performing in achieving the 2021-2025 Council Plan. Performance has been measured as follows:



Goal 1: Liveable & Healthy Community

Strategies	Initiatives	Timing	Achievements/ Actions
1.1 Create a healthy, active, and vibrant community.	1.1.1 Review and implement a revised Community Strengthening Program to ensure programs, clubs and infrastructure are supported equitably across the Shire.	2021-2022	Community strengthening grants program implemented and supported 15 community organisations. VAGO audit into grant fraud completed, internal review of grant guidelines underway.
	1.1.2 Seek funding for and prepare a Municipal Sport and Recreation Strategy to guide sport and recreation infrastructure and activities in the Shire.	2021 – 2023	Funding applied for and received. Strategy to be completed in 2022/23.
	1.1.3 Implement Municipal Sport and Recreation Strategy.	Ongoing from 2023	
	1.1.4 Advocate for improved access to health and community services within the Shire.	2021 – 2025	
	1.1.5 Work with other sporting, education, and health service providers to promote and deliver accessible healthy and active lifestyle programs.	2021 – 2025	
	1.1.6 Work with local health providers to provide long term mental health services.	2021 – 2025	
	1.1.7 Work with state, regional and local sporting associations to offer socially modified forms of sport and recreation that cater to all ability levels.	2021 - 2025	
	1.1.8 Support and promote volunteering opportunities within the organisation with local community groups.	2021 - 2025	Completed as required in newspapers and social media. New handbook developed and implemented for volunteers. Events held to recognise volunteers across the Shire.
1.2 Support a safe and inclusive community.	1.2.1 Maintain supported playgroups across the Shire.	2021 – 2025	Supported Facilitator began February 2022. <ul style="list-style-type: none"> - 3 x In-home, - 1 supported playgroup Dergholm.

			- 2 playgroups planned for Goroke & Serviceton.
	1.2.2 Provide a range of youth focused activities that provide a diverse range of safe and inclusive experiences across the Shire.	2021 – 2025	Ongoing. Successfully engaged 7 youth action team members from across Shire.
	1.2.3 Partner with relevant local and regional organisations to promote and deliver domestic violence awareness campaigns.	2021 - 2025	Completed with guest speakers and BBQ in Edenhope and Kaniva.
	1.2.4 Support relevant regional and local agencies in promotion of mental health, drug, and alcohol awareness programs and also, advocate for increased resources.	2021 - 2025	
	1.2.5 Ensure Communities of Respect and Equality (CoRE) Action Plan is maintained and being implemented.	2021 - 2025	CoRE Action Plan implemented.
	1.2.6 Actively participate in road safety awareness programs.	2021 - 2025	Mobility Scooter Training provided in June 2022 at Goroke and Edenhope.
	1.2.7 Prepare and implement an action plan to reflect and incorporate the new Child Safe Standards in Council governance and operations.	2021 - 2025	Created online module and policy in draft, completed June 2022.
	1.2.8 Develop and promote intergeneration wellbeing activities in cooperation with other relevant agencies.	2021 - 2025	Monthly stakeholder meetings implemented. Wellbeing Carnival to be held 9 th September 2022.
1.3 Provide well-planned and sustainable community infrastructure.	1.3.1 Actively support committees of management in management of community facilities.	2022- 2023	
	1.3.2 Ensure key infrastructure (roads and buildings) is maintained and renewed as required to support our economy, community use and involvement.	2021- 2025	Ongoing asset management.
	1.3.3 Actively assist community groups in applying for funding to upgrade sport and recreation community infrastructure in line with the Municipal Sport and Recreation Strategy.	Ongoing	Edenhope Football Changerooms and Oval Lighting Project highlighted as a priority project with State and Federal Government Ministers. Prepared projects to be shovel ready; Apsley, Harrow and Goroke Tennis/Netball Courts and Lighting

			projects. Commenced work on Apsley Playground Masterplan and Edenhope Playspace Masterplan/Strategy,
	1.3.4 Continue to extend Council's footpath network in towns and seek funding to develop and extend trails in accordance with Recreational Trails Strategy.	Ongoing	New footpath sections completed Elizabeth Street, Edenhope, Kelly Street, Kaniva, Station Street, Goroke.
	1.3.5 Advocate for improvements in public transport services for West Wimmera Shire.	2021 – 2025	
	1.3.6 Review and improve Council's Asset Management System to manage Council buildings and facilities in accordance with legislative requirements.	Ongoing	Current Asset Management System undergoing an upgrade. Completed condition assessment of the entire Building assets.
1.4 Deliver quality services that support community life.	1.4.1 Partner with key stakeholders to complete a study of current and future childcare requirements across the Shire and define Council's role in the planning, service development and facility provision requirements.	2021 – 2022	Market testing completed. Approved by Council.
	1.4.2 Advocate for funding support from state and federal governments to assist with development and ongoing childcare solutions.	2021 – Ongoing	State Government approval for Childcare Subsidy. Childcare Service implemented in Edenhope.
	1.4.3 Support the implementation of childcare initiatives across Shire.	2022 – 2025	
	1.4.4 Work with key partners to encourage rural employment.	Ongoing	
	1.4.5 Partner with other agencies in attracting additional training opportunities for short courses.	Ongoing	
	1.4.6 Collaborate with local schools to assist with funding advocacy where required.	Ongoing	
	1.4.7 Secure ongoing, flexible, rural appropriate funding to support Maternal and Child Health and other early years initiatives.	Ongoing	Annual funding received.

	1.4.8 Prepare a community events manual to support safe, sustainable, and inclusive community activity.	2021 - 2022	New Events Handbook and Event Marketing Handbook created and implemented on new events page on website.
	1.4.9 Advocate for secure provision of potable water for our towns.	Ongoing	Included in GWM review.
1.5 Support and encourage our events, cultural and arts communities.	1.5.1 Through membership of the Wimmera Regional Library Corporation continue to provide library services that are relevant and contemporary.	Ongoing	Library services continued to be delivered in Kaniva, Edenhope, Harrow and Goroke.
	1.5.2 Seek funding for the development of a Community Arts Strategy.	2022 – 2023	
	1.5.3 Develop an Annual Events Program.	2022-2025	
	1.5.4 Review and improve Council's event support program to encourage local and regional events in the Shire.	2021-2022	New event support process, new website page to assist event organisers and events Handbook implemented.
	1.5.5 Work with local and regional organisations to develop and implement a range of initiatives that promote performing and visual arts within the Shire for the benefit of locals and tourists.	2022-2025	
1.6 Support a prepared and resilient community.	1.6.1 Promote community participation in municipal emergency management planning.	Ongoing	Ongoing Municipal Emergency Management Planning Committee and Municipal Fire Management Planning Committee meeting.
	1.6.2 Partner with communities, agencies, and neighbouring municipalities to strengthen emergency and disaster planning, awareness and preparedness.	Ongoing	Partnered with CFA to develop funding application for Edenhope Airport Upgrade.
	1.6.3 Plan for and deliver emergency response, relief and recovery as required in conjunction with Regional Emergency Management Planning Committee (REMPC) Partners.	Ongoing	Municipal Emergency Management Plan development complete. Municipal Fire Management Plan currently awaiting the assurance process by REMPC. Delivered emergency response, relief and recovery for Langkoop Bushfire event Dec 2021 and Edenhope Storm event Jan 2022.
	1.6.4 Support local emergency services agencies. Plan for and deliver emergency	Ongoing	

	services as required in conjunction with REMPC.		
1.7 Improve the liveability of the shire to assist in growing our population into the future.	1.7.1 Partner with state and regional bodies to improve the availability of housing options in the Shire.	2021-2025	
	1.7.2 Assist emergency housing agencies. Partner with state and regional bodies to improve the availability of housing options in the Shire.	Ongoing	Working with WDA on housing study and advocacy.
	1.7.3 Undertake a Planning Scheme review to identify options for increased residential development in and around townships.	2021-2022	Planning Scheme review commenced.
	1.7.4 Implement findings of the Planning Scheme review through an amendment to the Planning Scheme.	2022-2023	
	1.7.5 Partner with Wimmera Development Association (WDA) to implement a liveability framework to connect our community and to help develop a region that thrives in social, economic, and environmental aspects.	2021-2022	Ongoing work with WDA on housing.

Indicators

Indicators/measures	Comments/results
West Wimmera population (ABS)	2021 Australian Bureau of Statistics Census indicated population growth for the West Wimmera Shire Council from 3,810 to 4,006.
Primary Care Partnership – Wimmera Community Profile	The data set has previously been provided by Wimmera Primary Care Partnership, who have now joined the Grampians Region Public Health Unit within Grampians Health. The data set is provided on a four yearly basis.
Annual Local Government Satisfaction Survey	The index score recorded for elderly support services for the West Wimmera Shire was 73 compared with the state-wide score of 67. Appearance of public areas remains Council's best performing area (index score 78).

Goal 2: Diverse and Prosperous Economy

Strategies	Initiatives	Timing	Achievements/ Actions
2.1 Encourage and support the establishment and expansion of innovative, creative, and sustainable businesses.	2.1.1 Develop strategies and then prepare and implement a campaign to attract businesses and families.	2021-2022	Deferred to 2022-23.
	2.1.2 Undertake a review of the planning scheme to ensure appropriate zonings are in place to support business development and liveability.	2021-2022	Regional Planning Hub (DELWP) funding secured, and Planning Scheme review has commenced.
	2.1.3 Implement the findings of the planning review through an amendment to the West Wimmera Planning Scheme.	2022-2023	
	2.1.4 Deliver a Business Assistance Program that supports businesses to establish and grow.	2022-2023	Ongoing, Supported Edenhope Pub Application.
	2.1.5 Work with the agricultural sector to support the continued development of cutting-edge farming.	2022-2023	
	2.1.6 Include a local planning policy in the Planning Scheme Review to protect agricultural land and provide diverse opportunities across the Shire.	2021-2022	Regional Planning Hub (DELWP) funding secured, and Planning Scheme Review has commenced.
	2.1.7 Seek funding to assist with COVID-19 recovery for local businesses and the community.	2021-2022	Funding received to implement the Local Government Business Concierge and Hospitality Support Program. Council, Business Concierge and Hospitality Support Officer in place from the August 2021- June 2022 to help businesses navigate the COVID-19 pandemic.

2.2 Promote the Shire as a great place to visit, live and invest	2.2.1 Prepare a Tourism Strategy to guide Council's and our community's role in supporting tourism activity	2021-2022	Draft scope prepared.
	2.2.2 Actively participate in regional tourism planning and promotional campaigns	Ongoing	Unearth Amazing Campaign through Wimmera Mallee Tourism implemented.
	2.2.3 Implement Council's actions from Tourism Strategy	2022-2023	
	2.2.4 Design and implement a marketing campaign to encourage tourists to visit the Shire based on recommendations from the Tourism Strategy	Ongoing	
	2.2.5 Investigate options to advocate for incentives to attract the required skilled workforce to the region eg. Health care, childcare, agriculture.	2022-2024	
2.3 Facilitate the development of the local economy and jobs.	2.3.1 Review and update the Economic Development Strategy to maximise economic activity in the Shire.	2021-2022	Rolled over to 2022-2023.
	2.3.2 Work with government, employers, and regional bodies to find solutions to fill skill shortages and create jobs in West Wimmera.	2021-2022	Continuing to work with Wimmera Development Associated on skill shortages.
	2.3.3 Lobby and promote agricultural development in the West Wimmera Shire.	Ongoing	
	2.3.4 Advocate for aquaculture opportunities including the possible re-establishment of the facility near Lake Charlegrark.	2021-2025	
2.4 Create vibrant and attractive town centres.	2.4.1 Seek funding and partnership opportunities to implement streetscape plans for Edenhope and Kaniva.	2022-2025	Outdoor Dining Project tables, chairs, barriers and umbrellas have been installed across the Shire.

	2.4.2 Continue to maintain and expand footpaths and shared paths in town centres.	Ongoing	Extension of Elizabeth Street, Edenhope, Kelly St Kaniva, and Station Street Goroke Footpaths - surveyed and designed, construction to be programmed.
	2.4.3 Facilitate the installation of electric vehicle charging stations in Edenhope and Kaniva.	2022-2023	Working with Evie who received DCAV funding for chargers in Kaniva and Edenhope. Locations have been scoped with installation due in 2022-2023 financial year.
	2.4.4 Review Local Law to assist business opportunities in the Shire and ensure the safety and amenities of our towns are preserved.	2021-2022	Under review.
	2.4.5 Complete streetscape master plans for Harrow, Apsley, Serviceton, Dergholm and Goroke.	2024-2025	
	2.4.6 Actively work to improve the appearance of main streets and town entrances across the Shire.	2024-2025	
2.5 Enhance the local road network and explore transport options.	2.5.1 Review the Road Management Plan (RMP) within 12 months of the Council election.	2021-2022	Completed and adopted in November 2021.
	2.5.2 Continue the programmed maintenance of the sealed and unsealed road network in accordance with the RMP and Moloney Report.	Annually	Annual capital works program developed to reduce the renewal gap as recommended by Moloney Report.
	2.5.3 Implement the Annual Capital Works program in line with the RMP and road network reporting requirements.	Annually	Developed annually.
	2.5.4 Implement an Asset Management System to monitor and plan road and asset maintenance and renewal.	2022-2023	

	2.5.5 Advocate for additional external funding for roads and bridges.	Ongoing	Secured \$56,500 through Rural Road Support Package to improve asset data capture and analysis.
	2.5.6 Advocate for VicRoads to improve the quality of state roads throughout our Shire.	Ongoing	Wimmera Southern Mallee Transport Group (WSMTG) and Western Highway Action Committee and regular meetings with VicRoads
	2.5.7 Seek funding to upgrade local roads throughout the Shire to support freight routes, heavy vehicles, and high traffic volumes.	Ongoing	Secured an additional \$1.445M through HVSPP.
2.6 Provide infrastructure to sustain economic activity.	2.6.1 Campaign for improved access to quality digital connectivity.	Ongoing	Working with State Government and service providers to identify blackspots and connectivity requirements.
	2.6.2 Advocate for the West Grampians Pipeline Project.	Ongoing	Updated Business Case Addendum completed. December 2021 meeting held with The Hon. Minister Jaala Pulford.
	2.6.3 Advocate for improved water pressure within towns.	2021-2022	Ongoing. GWM have scheduled projects to do some improvements in Edenhope in 2022- 2023 financial year.
	2.6.4 Advocate for the improvement of roads to meet requirements for road trains.	2021-2025	Wimmera Southern Mallee Transport Group (WSMTG) and Western Highway Action Committee hold regular meetings with VicRoads
	2.6.5 Advocate for a gas pipeline extension into West Wimmera.	2021-2025	
	2.6.6 Advocate for the continued sale and promotion of unallocated groundwater in the areas identified as still having sustainable water for sale.	2021-2025	
	2.6.7 Advocate for recreational water.	2021-2025	

Indicators

Indicators/measures	Comments/results												
West Wimmera Shire unemployment rate	Data for the 2021 – 2022 Australia Bureau Statistics unemployment rate not yet released.												
Number of businesses in Shire	The total number of employees in the West Wimmera Shire is 1,741.												
Annual tourism related visitation	In 2019 the West Wimmera Shire attracted 17,637 daytrip tourist, 21,106 overnight tourists and 303 international tourists. Due to the COVID 19 pandemic the gathering of annual tourism related visitation figures ceased. Wimmera Development Association has advised collection of data to resume for the 2022/2023 financial year.												
Annual Local Government Community Satisfaction Survey	<p>The index score recorded for sealed local roads for the West Wimmera Shire was 54 compared with the state-wide score of 53 and small rural councils score of 50.</p> <p>The index score recorded for unsealed roads for the West Wimmera Shire was 48 compared with state-wide 41 and small rural 42.</p> <p>The index score recorded for lobbying for the West Wimmera Shire was 56 compared with state-wide 54 and small rural 53.</p>												
Moloney’s Road Asset Report	<p>The Moloney Management System (MMS) sets projected renewal expenditure for various assets to ensure Council allocates capital expenditure each year to maintain its assets. For 2021-2022 the recommended expenditure by MMS and the corresponding actual expenditure are displayed:</p> <table><tr><td>Asset class</td><td>MMS recommended exp</td><td>Actual exp</td></tr><tr><td>Sealed Rd Reconstruction</td><td>\$2,605,000</td><td>\$2,429,918</td></tr><tr><td>Sealed Road resealing</td><td>\$1,195,000</td><td>\$1,492,025</td></tr><tr><td>Gravel road resheeting</td><td>\$1,235,000</td><td>\$1,145,743</td></tr></table>	Asset class	MMS recommended exp	Actual exp	Sealed Rd Reconstruction	\$2,605,000	\$2,429,918	Sealed Road resealing	\$1,195,000	\$1,492,025	Gravel road resheeting	\$1,235,000	\$1,145,743
Asset class	MMS recommended exp	Actual exp											
Sealed Rd Reconstruction	\$2,605,000	\$2,429,918											
Sealed Road resealing	\$1,195,000	\$1,492,025											
Gravel road resheeting	\$1,235,000	\$1,145,743											

Goal 3: Sustainable Environment

Strategies	Initiatives	Timing	Achievements/Actions
3.1 Preserve and enhance the natural environment.	3.1.1 Prepare a Waste Management Plan to guide waste management activities and to maximise recycling and resource recovery.	2022-2023	

	3.1.2 Review West Wimmera Shire Domestic Animal Management Plan.	2022-2023	Under review.
	3.1.3 Review West Wimmera Shire Domestic Wastewater Management Plan.	2022-2023	
	3.1.4 Review and update Council's fleet policy for the use of electric and hybrid vehicles.	2022-2023	Motor Vehicle Policy developed and adopted.
	3.1.5 Explore potential exemptions, offsets, and land banking opportunities to compensate for native vegetation removal on farms and roadsides.	2022-2023	
	3.1.6 Advocate to GWMWater to complete part two of the Goroke Sewer Scheme.	2021-2025	Ongoing. Currently in GWM schedule for 2023 – 2024 financial year.
	3.1.7 Advocate to relevant stakeholders to maintain safe infrastructure (i.e roads, furniture, signage) on public land for recreation (lakes, parks, and natural environments).	2021-2025	Ongoing discussions with DEWLP and Parks Victoria.
3.2 Promote sustainable environmental management practices.	3.2.1 Support activities to control pest animals in farming and township areas.	2021-2025	Annual rollout of corella management plan and roadside weeds and pest funding activities.
	3.2.2 Work with partner agencies on roadside vegetation management.	2021-2025	Delivery of annual Roadside Weeds and Pest Management Program.
	3.2.3 Support initiatives to assist with disposal of waste products from agricultural activity.	2021-2025	
	3.2.4 Continue to look at circular economy opportunities.	2021-2025	Contribute to shared regional glass crushing facility – agreement signed. Funding application under Transfer Station Upgrade Program to introduce glass

			collection facility in transfer stations.
3.3 Protect and promote public open space and natural assets.	3.3.1 Identify opportunities to improve safe access and use of natural areas for recreational purposes.	2022-2023	
	3.3.2 Explore opportunities to define, scope and develop a Wetlands Centre of Excellence.	2022-2023	
	3.3.3 Investigate the feasibility of establishing a manmade lake at the Kaniva racecourse site.	2024-2025	
	3.3.4 Partner with key stakeholders to support the implementation of the Lake Wallace Strategy where funding permits.	2021-2025	Lake Wallace Strategy adopted.
3.4 Pursue alternative and sustainable energy sources	3.4.1 Promote alternative and sustainable energy projects in the Shire.	2021-2025	Supported 2 x potential renewable energy projects.
	3.4.2 Investigate the potential for micro-grids in industrial areas and towns.	2024-2025	Attended information session about micro-grids

Indicators

Indicators/measures	Comments/results
Annual Local Government Community Satisfaction Survey	<p>The index score recorded for waste management for the West Wimmera Shire was 69 compared with the state-wide score of 68 and the small rural score of 68.</p> <p>The index score recorded for slashing and weed control for the West Wimmera Shire was 55 compared with state-wide 49 and small rural 50.</p>
Reportable Environmental Impacts	Council has not been notified of any reportable environmental impacts.

Goal 4: Good Governance

Strategies	Initiatives	Timing	Achievements/Actions
4.1 Ensure long term financial sustainability.	4.1.1 Prepare and implement a 10-Year Financial Plan.	2021-2022	Adopted October 2021.
	4.1.2 Prepare and implement long term Asset Plan.	2021-2022	Adopted May 2022.
	4.1.3 Provide quarterly financial reports tracking Council performance including Annual Plan performance measures and Capital Works Program.	Quarterly	Ongoing. Quarterly financial reports provided.
	4.1.4 Prepare and implement a Fees and Charges Strategy.	2021-2022	Fees and Charges Strategy implemented, and Pricing Policy adopted 16 March 2022.
	4.1.5 Maximise income from alternative sources.	2021-2025	Continuing to apply for external grants.
	4.1.6 Implement the West Wimmera Shire Council Revenue and Rating Strategy.	2021-2025	Adopted 16 June 2021.
	4.1.7 Undertake continuous improvement initiatives to look for cost efficiencies and savings.	2021-2025	Continuing to receive and implement innovation platform ideas.
4.2 Engage with the community in a timely and respectful way.	4.2.1 Implement the Community Engagement Policy.	2021-2025	Implemented.
	4.2.2 Live stream Council meetings.	Ongoing	Completed.
	4.2.3 Regularly provide information to the community via the website and other channels to ensure Council's program and activities enjoy a high level of awareness.	Ongoing	Fortnightly West Wimmera Shire Council Newsletter developed and distributed to the community. Development of Instagram. Regular social media updates.
	4.2.4 Implement an Innovation Platform.	2021-2022	Completed. Innovation Platform committee meetings held monthly.

4.3 Advocate for our community on issues important to our future.	4.3.1 Prepare a document setting out key advocacy issues for West Wimmera Shire.	2021-2022	Draft Advocacy Plan underway.
4.4 Develop a high performing accountable organisation.	4.4.1 Develop and implement the Workforce Plan.	2021-2022	Completed and adopted December 2021.
	4.4.2 Prepare and implement an Information Technology Strategy to support efficient Council operations and community interaction.	2022-2024	
	4.4.3 Review procurement policies and processes to maximise accountability, value for money, and encourage local procurement.	2021-2022	Adopted December 2021.
	4.4.4 Implement the action plan for the implementation of the Gender Equality Act.	2021-2022	Completed and implementation underway.
	4.4.5 Implement a cultural awareness training program for all Councillors and Council staff.	2022-2023	
	4.4.6 Prepare an Annual Business Plan to identify and track financial and operational performance.	Annually	FY22/23 Annual Plan developed.
	4.4.7 Implement a Project Management Framework.	2022-2024	
	4.4.8 Develop and implement a Council intranet.	2022-2023	Completed.
	4.4.9 Develop a framework and/or relevant management plans for key management areas in Council to ensure accountability and a clear understanding of responsibilities, processes, systems, and procedures.	2021-2025	Ongoing.
	4.4.10 Investment in Council staff and Councillors to enable them to be the best leaders for their communities.	2021-2025	Staff conference arranged for July 2022.

	4.4.11 Review and implement a records management system, strategy and policy that ensures good organisational governance.	2021-2025	
4.5 Maintain a rigorous risk management framework.	4.5.1 Support the activities of the Audit and Risk Advisory Committee.	Ongoing	Key recommendations implemented.
	4.5.2 Prepare and implement an annual internal audit program.	Annually	Completed.
	4.5.3 Review and update the Business Continuity Plan.	2021-2022	Completed.
	4.5.4 Prepare and maintain a register of Council's statutory obligations including reporting and public registers.	Annually	Completed.

Indicators

Indicators/measures	Comments/results
Annual Local Government Community Satisfaction Survey	The index score recorded for consultation and engagement for the West Wimmera Shire was 54 compared with the state-wide score of 54 and small rural score of 54.
Annual Council Audit	Council's external auditors, Crowe Australasia, acting as agents for VAGO, have conducted their 2021-22 final audit.

Goal 5: Our Commitment

To put *the* right emphasis and importance on how we deliver on the Council Plan, Council has created a fifth goal; making a commitment to deliver the goals based on the following values.

- Innovation
- Accountability
- United
- Collaborative

MAJOR INITIATIVES

Strategic Objectives	Major Initiatives	Comments
Goal 1: Liveable and Healthy Community	Develop 10-year Asset Management Plan in line with <i>Local Government Act 2020</i> .	Adopted May 2022
Goal 2: Diverse and Prosperous Economy	Prepare Tourism Strategy.	Delayed 2022- 2023
	Develop and maintain a tourism website.	Completed
Goal 4: Good Governance	Investment in Rural Councils Transformation Program to achieve shared regional financial systems to build resilience in Council systems and performance.	Implementation of Best of Breed Finance and Rating System on 1 July 2022 Council withdrew from the Rural Councils Transformation Program and resolved to award the contract for Supply of Integrated Corporate Software Solution to CouncilWise.
	Upgrade to cloud-based IT systems to improve capabilities of Council's operations.	Implementation of Sharepoint and West Wimmera Shire Council Intranet. Involvement in (Information Management System) Data migration to the Cloud.

SERVICE PERFORMANCE INDICATORS

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

Table 4: Service Performance Indicators Results

Service / indicator / measure	2019	2020	2021	2022	Comments
Aquatic facilities	0.67	0.67	0.67	0.67	No change
Service standard					
Health inspections of aquatic facilities					
[number of authorised officer inspections of council aquatic facilities / number of council aquatic facilities]					
Utilisation					
Utilisation of aquatic facilities	3.99	3.37	3.06	3.06	No material variation
[Number of visits to aquatic facilities / municipal population]					
Service cost					
Cost of aquatic facilities	New in 2020	\$15.79	\$17.90	\$17.43	No material variation
[direct cost of aquatic facilities less income received / number of visits to aquatic facilities]					
Animal management					
Timeliness					
Time taken to action animal management requests	0.00	0.01	1.00	1.22	Due to staffing shortages, Council's Local Laws Officer position has involved less hours than the prior year. Therefore, Council has seen a slightly longer response time in dealing with animal management requests
[number of days between receipt and first response action for all animal management requests / number of animal management requests]					
Service standard					
Animals reclaimed	50.00%	36.00%	15.38%	31.48%	Council has seen a higher proportion of collected animals reclaimed than rehomed during 2021/22
[number of animals reclaimed / number of animals collected] x100					
Animals rehomed		64.00%	84.62%	61.11%	

[number of animals rehomed / number of animals collected] x100	New in 2020					Council has seen a higher proportion of collected animals reclaimed than rehomed during 2021/22
Service cost						
Cost of animal management service per population [direct cost of the animal management service / population]	New in 2020	\$26.31	\$27.32	\$21.26		Due to staffing shortages, Council's Local Laws Officer position has involved less hours than the prior year
Health and safety						
Animal management prosecutions [number of successful animal management prosecutions / number of animal management prosecutions] x 100	New in 2020	0.00%	0.00%	0.00%		No animal management prosecutions during 2021/22
Food safety						
Timeliness						
Time taken to action food complaints [number of days between receipt and first response action for all food complaints / number of food complaints]	0.00	1.00	0.00	0.00		No food complaints received in 2021/22
Service standard						
Food safety assessments [number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the food act 1984 / number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the food act 1984] x100	80.77%	100.00%	95.35%	54.72%		Based on calendar year with a large portion of the year having lockdowns and border closures with a lot of businesses and community groups not operating during 2021 there was little to no opportunity to visit many of our registered businesses and community groups
Service cost						
Cost of food safety service	\$1,796.76	\$686.31	\$638.40	\$686.57		No material variation

[direct cost of the food safety service / number of food premises registered or notified in accordance with the food act 1984]

Health and safety

Critical and major non-compliance outcome notifications

100.00 % 100.00% 100.00% 0.00%

No non-compliance notifications issued in 2021/22

[number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100

Governance

Transparency

Council decisions made at meetings closed to the public

34.71% 27.78% 16.75% 13.59%

Council has consciously reduced the number of confidential items to improve transparency

[number of council resolutions made at meetings of council, or at meetings of a delegated committee consisting only of councillors, closed to the public / number of council resolutions made at meetings of council or at meetings of a delegated committee consisting only of councillors] x100

Consultation and engagement

Satisfaction with community consultation and engagement

62.00 59.00 55.00 54.00

No material variation

[community satisfaction rating out of 100 with how council has performed on community consultation and engagement]

Attendance

Councillor attendance at council meetings

96.25% 95.38% 96.00% 100.00%

No material variation

[the sum of the number of councillors who attended each council meeting / (number of council meetings) × (number of councillors elected at the last council general election)] x100

Service cost					
Cost of elected representation [direct cost of the governance service / number of councillors elected at the last council general election]	\$33,589.80	\$35,402.20	\$34,567.00	\$37,469.00	No material variation
Satisfaction					
Satisfaction with council decisions [community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	61.00	58.00	58.00	54.00	No material variation
Libraries					
Utilisation					
Physical library collection usage [number of physical library collection item loans / number of physical library collection items]	1.09	0.89	0.77	0.85	Council has seen an increase in physical library collection usage as lockdowns associated with Covid-19 eased during the year.
Resource standard					
Recently purchased library collection [number of library collection items purchased in the last 5 years / number of library collection items] x100	86.68%	37.08%	37.44%	38.98%	No material variation
Participation					
Active library borrowers in municipality [number of active library borrowers in the last three years / the sum of the population for the last three years] x100	13.65%	12.49%	11.60%	10.39%	Although number of active borrowers has increased slightly, the population within the municipality has been steadily declining over the past several years
Service cost					
Cost of library service per population [direct cost of the library service / population]	New in 2020	\$45.32	\$53.64	\$57.76	No material variation
Maternal and child health (mch)					
Service standard					
		96.97%	96.97%	96.77%	No material variation

<p>Infant enrolments in the mch service</p> <p>[number of infants enrolled in the mch service (from birth notifications received) / number of birth notifications received] x100</p>	100.00 %				
<p>Service cost</p> <p>Cost of the mch service</p> <p>[cost of the mch service / hours worked by mch nurses]</p>	\$105.74	\$147.15	\$57.74	\$55.08	No material variation
<p>Participation</p> <p>Participation in the mch service</p> <p>[number of children who attend the mch service at least once (in the year) / number of children enrolled in the mch service] x100</p>	96.23%	96.53%	85.63%	86.83%	No material variation
<p>Participation</p> <p>Participation in the mch service by aboriginal children</p> <p>[number of aboriginal children who attend the mch service at least once (in the year) / number of aboriginal children enrolled in the mch service] x100</p>	100.00 %	100.00%	100.00%	100.00%	No change
<p>Satisfaction</p> <p>Participation in 4-week key age and stage visit</p> <p>[number of 4-week key age and stage visits / number of birth notifications received] x100</p>	New in 2020	148.48%	139.39%	116.13%	
<p>Roads</p> <p>Satisfaction of use</p> <p>Sealed local road requests</p> <p>[number of sealed local road requests / kilometres of sealed local roads] x100</p>	5.43	6.03	7.51	4.48	Council have noted a decline in local sealed road requests during the 2021/22 year
<p>Condition</p> <p>Sealed local roads maintained to condition standards</p> <p>[number of kilometres of sealed local roads below the renewal intervention</p>	94.61%	93.68%	99.73%	99.83%	No material variation

level set by council / kilometres of sealed local roads] x100					
Service cost					
Cost of sealed local road reconstruction [direct cost of sealed local road reconstruction / square metres of sealed local roads reconstructed]	\$30.88	\$37.61	\$38.72	\$44.80	Costs can vary considerably with contractor and materials pricing and availability
Service cost					
Cost of sealed local road resealing [direct cost of sealed local road resealing / square metres of sealed local roads resealed]	\$4.91	\$5.46	\$4.76	\$4.27	Costs can vary considerably with contractor and materials pricing and availability. Council's square metres of reseals were substantially higher in 2021-22 than the previous year and Council some savings were noted due to the higher volume.
Satisfaction					
Satisfaction with sealed local roads [community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	53.00	55.00	54.00	54.00	No change
Statutory planning					
Timeliness					
Time taken to decide planning applications [the median number of days between receipt of a planning application and a decision on the application]	65.00	80.00	49.00	41.00	Council has made a conscious effort to reduce the time taken to decide planning applications.
Service standard					
Planning applications decided within required time frames [(number of regular planning application decisions made within 60 days) + (number of VICsmart planning application decisions made	6.82%	75.00%	85.71%	83.33%	No material variation

within 10 days) / number of planning application decisions made] x100

Service cost

Cost of statutory planning service [direct cost of the statutory planning service / number of planning applications received]	\$4,619.69	\$7,428.99	\$7,888.78	\$8,266.00	No material variation
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Decision making

Council planning decisions upheld at VCAT [number of VCAT decisions that did not set aside council's decision in relation to a planning application / number of VCAT decisions in relation to planning applications] x100	0.00%	0.00%	0.00%	0.00%	No VCAT Council decisions in relation to planning applications
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Waste collection

Satisfaction

Kerbside bin collection requests [number of kerbside garbage and recycling bin collection requests / number of kerbside bin collection households] x1000	17.53	4.93	0.55	44.61	Council has improved it's CRM processes and is more effectively capturing data on kerbside bin collection requests, resulting in more requests being recognised and classified
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Service standard

Kerbside collection bins missed [number of kerbside garbage and recycling collection bins missed / number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.53	0.60	1.21	1.20	No material variation
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Service cost

Cost of kerbside garbage bin collection service [direct cost of the kerbside garbage bin collection service / number of kerbside garbage collection bins]	\$90.35	\$92.63	\$93.86	\$104.62	Increased number of kerbside garbage collections has resulted in higher contractor costs
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Service cost

Cost of kerbside recyclables collection service	\$83.58	\$83.38	\$96.78	\$85.92	After a significant spike in contractor costs for recyclables collection in
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[direct cost of the kerbside recyclables bin collection service / number of kerbside recyclables collection bins]

2020/21 following the closure of a major recycling facility within the state, Council has seen these costs return slightly to the level of prior years

Waste diversion

Kerbside collection waste diverted from landfill

22.22%

10.01%

20.95%

20.43%

No material variation

[weight of recyclables and green organics collected from kerbside bins / weight of garbage, recyclables and green organics collected from kerbside bins] x100

RETIRED SERVICE PERFORMANCE INDICATORS

Table 5: Retired Indicators Results

Retired indicators Service / indicator / measure	Results 2019	Comment
Aquatic facilities		
Service cost		
Cost of indoor aquatic facilities [direct cost of indoor aquatic facilities less income received / number of visits to indoor aquatic facilities]	\$0.00	This measure was replaced by cost of aquatic facilities for 2020.
Cost of outdoor aquatic facilities [direct cost of outdoor aquatic facilities less income received / number of visits to outdoor aquatic facilities]	\$12.14	This measure was replaced by cost of aquatic facilities for 2020.
Animal management		
Service cost		
Cost of animal management service [direct cost of the animal management service / number of registered animals]	\$90.48	This measure was replaced by cost of animal management service per population for 2020.
Health and safety		
Animal management prosecutions [number of successful animal management prosecutions]	0	This measure was replaced by animal management prosecutions (%) for 2020.

Libraries		
Service cost		
Cost of library service	\$7.98	This measure was replaced by cost of library service per population for 2020.
[direct cost of the library service / number of visits]		
Maternal and child health (MCH)		
Satisfaction		
Participation in first MCH home visit	211.1%	This measure was replaced by participation in 4-week key age and stage visit for 2020.
[number of first MCH home visits / number of birth notifications received] x100		

ADVOCACY

The West Wimmera Shire Council Plan 2021-2025 was divided into actions and advocacy actions to enable more accurate tracking of activity associated with the Plan and to ensure that the activities align with the plan.

In previous years, our Councillors and CEO have attended a series of meetings with state ministers and their senior advisors. Unfortunately, again due to the COVID-19 pandemic and restrictions, Council was unable to undertake these meetings face to face. Council continued to maintain its contact with other tiers of government and continues to advocate on behalf of our residents with online meetings and other forms of communication. Some key topics and issues discussed included:

Dr. Anne Webster, MP (24 November 2021 Teams meeting and 18 January 2022 Edenhope)

- West Grampians Pipeline funding
- Border issues accessing medical services (due to COVID-19)
- Financial assistance and funding of certain projects
- Road funding
- Blackspot funding – working with infrastructure providers, State Government, Federal Government, and Rural Councils Victoria to advocate for this.

The Hon. Minister David Littleproud, MP (18 January 2022 Edenhope)

- Roadside vegetation
- Pest and weed funding
- Road funding

The Hon. Minister Jaala Pulford, MP (9 December 2021 Teams meeting)

- West Grampians Pipeline funding

Minister Mary-Ann Thomas, MP (24 January 2022 Teams meeting)

- Roadside vegetation

COMMUNITY ENGAGEMENT

We pride ourselves on informing our communities with interesting, high-quality publications.

In 2021-2022 we:

- Developed and published fortnightly editions of West Wimmera Shire Council newsletter.
- Published eight editions of the West Wimmera Shire Council Fortnightly Newsletter and sent to 1,022 subscribers
- Published 82 media releases
- Published 1087 Facebook posts, reaching our 2,029 Facebook followers
- We have been steadily building our Instagram audience from March 2022 with 133 followers recorded by June 2022. We published 75 posts.

Innovation Platform

In September 2021, Council developed and launch a new initiative, the West Wimmera Innovation Platform. The Innovation Platform is a tool that captures the ideas from not only Council staff, but our wider Shire community and visitors.

All ideas for ways to improve our service delivery, stimulate economic growth or to improve West Wimmera Shire as a place to live, can be submitted via the online platform, or via a paper form. These ideas are then collected and presented at a monthly Innovation Committee meeting. The Innovation Platform provides our local community members an unrestricted opportunity for their ideas and improvements to be heard.

Media enquiry form

In December 2021, Council developed and implemented an online media enquiry form located on the West Wimmera Shire Council website. The purpose and objective for the implementation was to continue to develop and maintain a positive working relationship with the media and to ensure media enquiries are captured in one location.

The Victorian Community Satisfaction Survey

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community. Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

In the 17 categories that the West Wimmera Shire Council are rated against we perform as well or significantly higher than the Small Rural Shire group and State-wide averages on all measures in 2022. Even in its lowest rated area – unsealed roads (48) Council performs significantly higher than both the group and State-wide averages. Furthermore, Council performance on the lower rated service areas of roadside slashing and weed control and sealed local roads is significantly higher than the Small Rural group average. The table below provides details of all 17 categories and the full report can be found on the WWSC website.

Services		West Wimmera 2021	West Wimmera 2020	Small Rural 2021	State-wide 2021	Highest score	Lowest score
	Overall performance	60	63	60	61	Aged 18-34 years, Aged 65+ years	Aged 35-49 years
	Value for money	58	-	52	54	Aged 65+ years	Aged 50-64 years
	Overall council direction	48	48	53	53	Aged 65+ years	Aged 50-64 years
	Customer service	71	77	69	70	Aged 18-34 years	Aged 35-64 years
	Appearance of public areas	78	78	75	73	Aged 18-34 years	Aged 50+ years
	Elderly support services	73	75	72	69	Aged 18-34 years	Aged 50-64 years
	Waste management	71	69	68	69	Aged 65+ years	Aged 35-49 years
	Family support services	66	66	66	66	Aged 65+ years	Aged 50-64 years
	Local streets & footpaths	66	68	58	59	Aged 18-34 years	Aged 50-64 years
	Enforcement of local laws	64	66	63	64	Aged 18-34 years	Aged 50-64 years
	Informing the community	61	62	61	60	Aged 18-34 years	Aged 50-64 years
	Community decisions	58	58	56	56	Aged 18-34 years	Aged 50-64 years
	Lobbying	57	57	55	55	Aged 18-34 years	Aged 50-64 years
	Consultation & engagement	55	59	56	56	Aged 65+ years, Aged 18-34 years	Aged 50-64 years
	Sealed local roads	54	55	53	57	Aged 65+ years	Aged 35-49 years
	Slashing & weed control	53	57	49	51	Aged 18-34 years	Women, Aged 50-64 years
	Unsealed roads	46	50	44	45	Aged 65+ years	Aged 50-64 years

Figure 4: WWSC acknowledges JWS Research for the use of this information

COMMUNITY STRENGTHENING AND OTHER GRANTS PROGRAM

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

The annual grant program is delivered across two rounds, round one at the start of the financial year and round two mid-financial year. The grants are organised to provide financial assistance to local community organisations to support the provision of programs, activities and services which respond to identified community needs, contribute to the building of a stronger community, develop innovative approaches and local social issues and are in accordance with Council's strategic objectives.

A total of \$42,093 was granted by council through the Community Strengthening Grants Program

Council's Business Assistance program assisted one business in 2021/2022 financial year and the streetscape program had no applicants.

Council is currently reviewing the guideline and application process for all grant programs and will have a revised program in 2022/2023.

COMMUNITY STRENGTHENING GRANTS

2021-2022	Round 1	Community events	Diana Saville	Day of the Dackel Event	\$750.00
2021-2022	Round 1	Community events	Edenhope RSL	Invite Public Anzac Day	\$750.00
2021-2022	Round 1	Community projects	Kaniva & District Progress Assoc	Eat, Stay, Play Community Data Base	\$5,000.00
2021-2022	Round 1	Facilities upgrades and equipment	Goroke Bowls Club	Update old scoreboards and provide a scoreboard for every rink	\$2,332.00
2021-2022	Round 1	Facilities upgrades and Equipment	Kaniva Bowls Club	Upgrade clubhouse switchboard circuits and external lighting	\$5,000.00

2021-2022	Round 1	Facilities upgrades and equipment	Kaniva Leeor United Football Club Inc	Upgrade visitors change rooms, add shower screens meet child safe standards	\$3,730.00
2021-2022	Round 1	Facilities upgrades and equipment	Kowree Tennis Association	Six new tennis nets at Lake Tennis Courts	\$876.00
2021-2022	Round 1	Facilities upgrades and equipment	Lockhart Racecourse and Recreation Reserve	Repair & replace western border fence to keep animals out of the golf course	\$1,617.00
2021-2022	Round 1	Facilities upgrades and equipment	Serviceton Golf Club	Replacement of entrance and T Block signs	\$788.00
2021-2022	Round 1	Facilities upgrades and equipment	St Malachy's School Parents Assoc	Build a half-court basketball court	\$5,000.00
2021-2022	Round 1	Facilities upgrades and equipment	Kaniva Golf Club	Secure mower/cart shed	\$ 5,000.00
2021-2022	Round 2	Community events	Goroke Pre-School Inc	Children's entertainment at Goroke Show	\$750.00
2021-2022	Round 2	Community events	Lawloit Public Hall Inc	Sunday Afternoon Melodies	\$500.00
2021-2022	Round 2	Facilities upgrades and equipment	Connewirricoo Community Centre	Shelter for amenities block	\$5,000.00
2021-2022	Round 2	Facilities upgrades and equipment	Goroke Recreation Reserve Committee of	Goroke Rec Reserve goal post project	\$5,000.00

			Management Inc.		
Business Assistance					
2021-22	Business Assistance		Edenhope Pub Pty Ltd	Glass Washer & Split Systems	\$12,000

VAGO Performance Audit

The Victorian Auditor General's Office (VAGO) provides assurance to Parliament on the accountability and performance of the Victorian public sector. They achieve this through an annual program of financial and performance audits of state and local government public sector entities. These performance audits assess whether agencies are meeting their aims effectively, using their resources economically and efficiently, and complying with relevant legislation.

West Wimmera Shire Council was selected as one of 6 Victorian Councils to participate in a performance audit into Fraud Control Over Local Government Grants during the 2021/22 year. The audit commenced in July 2021 and concluded in May 2022, with the final report being tabled in Parliament on 11 May 2022.

VAGO reached the following overall conclusion of the performance audit:

Councils' fraud controls for their grant programs are not always well-designed and operating as intended. In some cases, they are missing.

Councils are not consistently identifying conflicts of interest, assessing applications against criteria, documenting their decisions, checking how funds are used or evaluating their grant programs' outcomes.

This unnecessarily increases the risk of fraud and makes it harder for the audited councils to show that their grant programs are transparent, equitable and benefit the community.

The report made 9 recommendations to West Wimmera Shire Council, all of which were agreed or partially agreed with by Council. Council's Action Plan and timeframes for addressing these recommendations are outlined in Appendix A of the attached report.

Council has been working on a review of its community support and has recently engaged a consultant to assist with this process. This process will involve a review of the current arrangements and support provided, benchmarking, policy review, staff engagement & reporting.

Using the data collected from the independent review along with the recommendations from the VAGO performance audit, Council aims to build a framework to ensure all community support is provided in line with best practice and the Council Plan

CAPITAL WORKS

Table 6: Capital Works Expenditure Table

Property	\$'000	Represented by:	\$'000
Land improvements	\$ 137	New asset expenditure	\$91
Buildings	\$ 737	Asset renewal expenditure	\$ 7,318
Total property	\$ 874	Asset upgrade expenditure	\$ 529
Plant and equipment		Total capital works expenditure	\$ 7,938
Plant, machinery and equipment	\$ 920		
Fixtures, fittings and furniture	\$23		
Total plant and equipment	\$ 943		
Infrastructure			
Roads	\$ 5,942		
Bridges	\$ 80		
Footpaths and cycleways	\$ 68		
Drainage	\$ 31		
Total infrastructure	\$ 6,121		
Total capital works expenditure	\$ 7,938		

MAJOR PROJECTS

Council has had yet another busy year with projects. Projects this past year have been undertaken with the assistance of funding sources from the state and federal governments, 'in kind' and financial support from local community groups, and funds committed from Council's budget. The COVID-19 pandemic has continued to impact our major projects with skills and labour shortages, material shortages and long lead times. As a result, the team has been required to be innovative to ensure they have been able to make the most of available funding and still able to delivery on projects with the funding guideline.

Goroke Recreation Reserve and Pavilion

Preparations for this redevelopment began in mid-to-late 2020. The construction contract was awarded to Locks Construction from Horsham, and site works began in early April 2021. The project was delayed for six months due to timber shortages but will be completed by October 2022. The completed building will have four player changerooms, umpire change rooms, a gym, public toilets, social room, and a kitchen.

Funding for this project is made up of \$1.755 million from the State Government (Sports and Recreation Victoria), along with \$145,000 from the community and \$50,000 from West Wimmera Shire Council.

Kaniva Caravan Park

Improvements are underway at the Kaniva Caravan Park, including a new amenities block and landscaping works. The amenities block will include a camp kitchen, accessible toilet and shower, baby change facilities, and a laundry. The project is funded by \$574,000 from the State Government (Regional Development Victoria) and \$19,000 from West Wimmera Shire Council.

This upgrade was also impacted by the COVID-19 pandemic and has required Council to act as owner-builder on the project. Although this has delayed the project completion until December 2022, this has allowed many local contractors to be involved in the construction.

Outdoor Eating Entertainment package and the Outdoor Activation and Outdoor Precinct Establishment

Three phases of funding from the State Government have allowed for many improvements in our towns and in front of hospitality businesses. This included new table settings, umbrellas, and café barriers throughout the towns. Street cleaning and a safer environment for outdoor dining with a new footpath in front of the Menzies Hotel at Dergholm. Existing outdoor chairs were refurbished along with the Edenhope main street shelter undergoing a facelift. New waste bins for all towns will be installed in the coming months. New outdoor spaces including shelters, table settings and landscaping at the Silo Art viewing areas are also underway.

Kaniva Kindergarten

The Kaniva Kindergarten is undergoing a major renovation to update the room's bathroom, laundry, and storage facilities. The room's current bathroom will be moved and a new all-abilities bathroom for adults and children will be installed. Works started in May 2022 and will be completed in October 2022. Funding for this project is made up of \$123,867 from the Department of Education and Training and \$40,000 from the kindergarten's Parent Advisory Group.

Shovel Ready Projects

Council has committed funding to prepare many 'shovel-ready' initiatives. This will allow Council to capitalise on possible future opportunities. Currently shovel-ready projects that we are working on include:

- Browns House replacement
- Aspley, Harrow, and Goroke netball/tennis courts
- Edenhope town entrance footing designs
- Edenhope Playground Strategy
- Apsley Playground Strategy

Future projects

Council has been successful in a number of funding applications over the past 12 months. The following projects have received funding and works will start in 2022-23.

- Regional Cabins Project

- Edenhope Lakeside Caravan Park upgrade
- Edenhope Equine Facility
- Apsley Netball Tennis Court and Lighting Upgrade
- West Wimmera Sport and Recreation Plan

We look forward to seeing these major community developments take shape in the near future.

Other projects that Council has been continuing to work on in 2021/2022 include the Edenhope and District Community Centre and Serviceton Silo Art.

DRAFT

CORPORATE AND COMMUNITY SERVICE

CUSTOMER SERVICE

Council considers all staff as Customer Service Officers whether serving at the counter of our offices or mowing our lawns and fixing our roads. Each member of Council has a part to play in ensuring your questions are answered, your services are maintained, and your rates are expended appropriately.

The 2021-2022 year has presented several challenges to our customer service team with COVID-19 being front and centre again. Continual adaptations and alternate service delivery options were required to ensure service could be maintained to the community at the highest level possible. Our team have shown resilience and have managed to keep the service delivery available to the community with great flexibility. They often must redirect phones to work from home, take long and complicated messages, as well as learning multiple tasks so that information can be relayed in the most efficient manner possible. In addition, our customer service roles have extended their support to other areas and Council projects, working from home during lockdown periods to fill in where necessary, keep other departments maintained, and ensure Council is meeting a wide range of objectives. The annual Customer Satisfaction Survey undertaken for Local Government across the state has shown that the customer service team have maintained high results that were above the state average and above the average across all small rural councils. 2022 saw the introduction of a new finance software system across the whole of Council and the customer service team was at the forefront of this roll out. Many hours of training, along with identifying shortfalls in the system, kept the team busy with all staff mastering the new software prior to it going into full service on 1 July 2022. With their manager, the customer service team is currently writing a Customer Service Charter so that their work is transparent and can be fully understood by our community. Benchmarking and continually reviewing their operations will provide an ongoing level of service our community has come to expect.

OCCUPATIONAL HEALTH AND SAFETY

West Wimmera Shire Council has both a legal and moral obligation to provide a safe workplace for all its employees, contractors, and volunteers. Council's software program Elumina continues to be a key driver in achieving Council's commitment to Occupational Health and Safety (OHS).

Incident reporting has shown an increase of 280 per cent, thus providing Council with the opportunity to effectively address occupational health safety and risk issues in their infancy stage. This in turn reduces the risk of injuries to employees, contractors, and volunteers.

During the 2021-22 year, updated staff training was provided, which was initially impacted due to the COVID-19 pandemic.

Strategic OHS documents have been developed and updated including the OHS Policy, OHS Manual and Contractor Induction, which act to enhance the safety culture within the organisation.

Furthermore, during our monthly all staff meetings, safety awards are presented to individual employees who have demonstrated their willingness to champion West Wimmera Shire Council's commitment to OHS.

The West Wimmera Shire Council Occupational Health Safety and Risk Policy states:

The West Wimmera Shire Council will work towards achieving ZERO HARM by focusing on four key areas:

LEADERSHIP

Provide direction and support in the pursuit of improved workplace health and safety and environment standards

1

**SYSTEMATIC
APPROACH**

Provide an organized and consistent approach to all OHS matters across the organization

2

**ACTIVE OHS
CULTURE**

Ensure continued improvement in performance occurs

3

**WORKPLACES
AND EQUIPMENT**

Ensure there is within the workplace a deep understanding of the nature of hazards with Council work, activities, and undertakings.

4

Council has a Health and Safety Committee, which was formed in accordance with the *Occupational Health and Safety Act 2004*. The committee meets quarterly and consists of seven management representatives and six elected health and safety representatives.

For 2021-22 year there was an 80 per cent attendance rate recorded.

Key deliverables for the 2021-22 year included:

- Skin cancer checks for employees
- Snake awareness training
- QR codes for instant incident notification on mobile devices
- Trialled GPS tracking device for working remotely/alone
- Review OHS Manual and Drug and Alcohol Policy

COMMUNITY SUPPORT AND WELLBEING

West Wimmera Shire Council Community Support Services employs fourteen part time/casual Community Support Workers and two Administration Officers.

Our workforce is on the frontline every day and contributes to the overarching care and wellbeing of vulnerable people in the Shire.

Our Community Support Worker team empowers people to have more control in their lives to maintain their independence at home and in their community. A little help is sometimes all that's needed to keep people independent at home and involved in what is most important to them.

We partner with consumers and their carers to maintain a healthy and active life, through providing support with household tasks, social activities, accessing the community, personal care, maintaining a safe home, meals, or support for carers.

During 2021-2022 financial year West Wimmera Shire Council supported 291 consumers.

Number of Consumers	Funding Source
199	Commonwealth Home Support Program
24	Home and Community Care Program for younger people
28	Home Care Package
40	Consumers on Post-Acute Care

Community Support Services delivered in West Wimmera Shire FY 2021/22

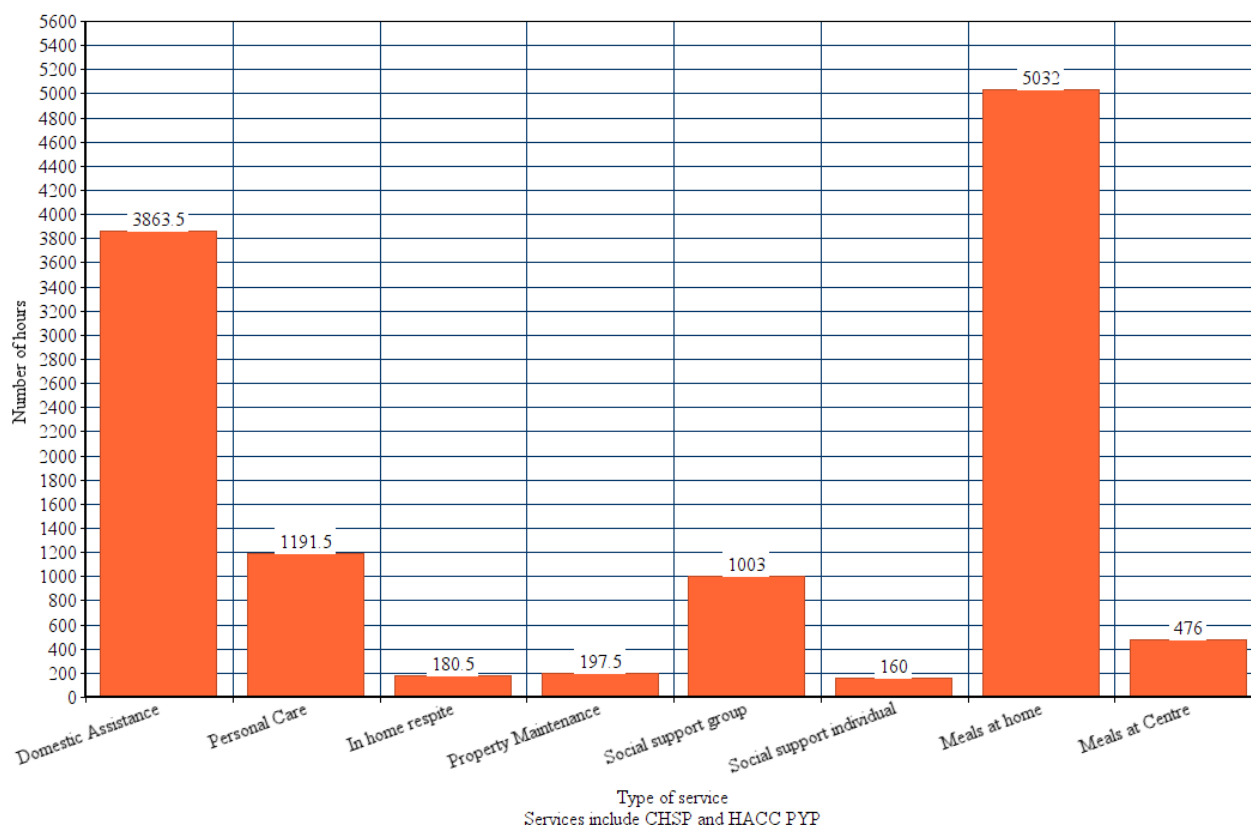


Figure 5: Community Support Services delivered in the West Wimmera Shire FY 2021/22

Community Services Highlights for 2021/2022

- Launch of Volunteer Companion Program in Harrow
- Implementation of mobile phones for Community Support Workers
- Goroke seniors bus outings to Rainbow and Bordertown
- Online seniors' concert
- Tania Kernaghan seniors' concert
- Me 'N Me Mates concert
- Relocation of community services from the Edenhope Business Centre to the main office in Edenhope
- Mobility scooter education and awareness days in Goroke, Edenhope and Kaniva

Our Community Support Team provide a bag of safe to use cleaning products to Commonwealth Home Support Program (CHSP) and Home and Community Care Program (HACCPYP) consumers who receive domestic assistance to help them clean their home.

Pictured is Community Support Worker Norelle Witmitz supplying products to Roger Hendy.

VOLUNTEERING

On 1 December 2021, an International Volunteers Day morning tea was held in Kaniva. West Wimmera Shire Council hosted this event in collaboration with the Kaniva LINK Neighbourhood House as well as the Centre For Participation. A number of our volunteers share their time between these three organisations, which is certainly something to celebrate.

In conjunction with the morning tea event, Kaniva LINK launched its book, Tales of the Overland, a series of short stories and experiences of many locals who have caught the Overland train to either Melbourne or Adelaide. West Wimmera Shire Council Mayor Bruce Meyer spoke of how invaluable volunteers are to our communities, and of the phenomenal amount of work they do to keep our communities ticking along.

EVENTS



Australia Day Ceremonies 2022

On the 26th January 2022, several Australia Day ceremonies were held throughout the West Wimmera Shire. This year we were extremely honoured to host 3 Australia Day Ambassadors, who attended all 6 Australia Day Ceremonies between them. Dr. Duncan Stalker attended the Edenhope and Dergholm ceremonies, Mr. Dominic Barbuto attended the Goroke and Harrow ceremonies, while Mr. Peter Langkamp attended the Kaniva and Apsley ceremonies. Mayor Bruce Meyer said the three ambassadors brought a wealth of knowledge to the shire, and he enjoyed hearing them speak "These people are highly motivated to make a difference in the world and in the lives of others," he said. "We were privileged to have hosted such accomplished and enthusiastic community contributors as our Australia Day Ambassadors in 2022."

The Australia Day Award for West Wimmera Shire's Australia Day Citizen of the Year was awarded to Apsley resident Rob Carberry.

Mayor Bruce Meyer said Mr Carberry was a deserving winner of the Citizen of the Year Award. Over the years, Mr Carberry has been involved with the football club, golf club and tennis club. He is involved in the RSL, organising all Anzac Day and Remembrance Day events. He is an Edenhope Hospital board member, Apsley Recreation Reserve committee member, and has been the Apsley Progress Association president for more than 20 years. "He is described as a pillar of the community, and someone who has a positive rapport with everyone he meets."

The Senior Citizen of the Year Award was won by Edenhope's Annie Osborn. Mrs Osborn is involved in many health and sporting organisations in the town. She is an Edenhope and District Memorial Hospital

board member and registered volunteer, a regular blood donor. Mrs Osborn is the leader of Edenhope Sing Australia, and she is involved with the bowling club, hockey club, probus club and the lions club. She also knits beanies for KOGO (Knit One Give One), which distributes beanies to people in need. Mayor Bruce Meyer said Mrs Osborn was a wonderful contributor to the Edenhope community and was always looking for a way to help others.

Other Australia Day award winners included, Event of the Year Awarded to the Kaniva A & P Society's Lexus Melbourne Cup tour; and Community Group of the Year Awarded to Edenhope's Men's Shed.

Seniors Concert with Tania Kernaghan

On 31 March 2022, award-winning country music star Tania Kernaghan entertained the crowd at Kaniva Recreation Reserve as Council celebrated its senior residents.

It was an extremely well-received and a fantastic turnout event.

Several busloads of people, coming from all throughout the Shire were in attendance. It was a wonderful concert and Tania was a great entertainer, the crowd loved listening to her music. The senior's concert was a great opportunity for residents from all over West Wimmera Shire to come together and enjoy a great day out.

Seniors make up just over a third of the population of our Shire and our senior residents are great contributors to our communities. We like to take the opportunity to thank them whenever we can, and unfortunately, we have not been able to have a senior's concert for the past several years due to COVID-19 restrictions. It was fantastic to be able to offer a concert this year, in a COVID-safe environment.

Following the concert, Council provided afternoon tea to attendees.

The concert hosted more than 300 people, and many hours of preparation went into making the day possible.



Trakmaster Caravan Club Annual Gathering

Trakmaster Off-Road Caravan Club had its annual gathering at Kaniva from 30 March to 6 April 2022. The visiting caravan club injected more than \$40,000 into West Wimmera Shire's economy, with about 200 people and 100 caravans gathering in the town.

Over the week, club members toured the Shire, visited local attractions, and shopped at West Wimmera businesses. While they were in the Shire, they also raised money and donated it to various community groups. There was a buzz within the Shire the entire week. Shops were full and many businesses extended their trading hours to take advantage of the visitors. It was exceptional to have such an influx of tourists and they provided an incredible boost to the local economy.

Many community groups were also given the chance to fundraise through catering for the caravan club during their stay. Club members raised money during their visit and awarded it to the following community groups:

Kaniva LINK Neighbourhood House - \$1,000 for a children's art and multi-media program
Purple Starfish Community Shop - \$1,000 for a new cash register and solar light project
Rogerson Street Community Playground - \$960
Kaniva Community Sporting Complex - \$960 for mirrors and an equipment rack
Kaniva Hockey Club - \$960 for fencing and lighting
Kaniva Gun Club - \$960 for toilet doors

Kaniva businesses were encouraged to decorate their shop windows for the Trakmaster gathering. Gary Mills Plumbing's display was voted best window by club members, followed by The Salvation Army's display. It was great to see all the local businesses getting behind the event.

Special thanks to Gary and Sheryl Coad (Trakmaster Club Members) who organised for this event to come to Kaniva and closely liaised with the West Wimmera Shire Council and the businesses throughout the area for the past three years.



White Ribbon Day Events – Edenhope and Kaniva

White Ribbon Day is an important day on the West Wimmera Shire Council's calendar. We aim to raise awareness and prevention of violence against women. White Ribbon Australia is part of a global social movement working to eliminate gendered violence.

In December of 2021 an event was held in Kaniva our guest speaker was Police member, Senior Constable Adrian Hogg. Adrian spoke about the importance of the prevention of violence against everyone and how extremely important it is to treat those nearest and dearest to you with the greatest respect. He was very passionate about this and challenged those who witnessed disrespect to call it out. The Lions Club of Kaniva cooked a sausage sizzle for those who attended.

A White Ribbon Day event was also held in Edenhope, the West Wimmera Shire Council and the Edenhope Tourism Committee collaborated, with the group cooking a sausage sizzle as part of their monthly cake stall. Our guest speaker was Pete Robertson, Detective Senior Sergeant of the Family Violence Investigation Unit. He spoke about their involvement in family violence. A good crowd supported this event with many asking questions about his role.



Bernie Maddern's Retirement after 46 Years of Service.

The end of an era as the West Wimmera Shire Council farewelled Bernie Maddern. Bernie Maddern commenced his career in local government on the 31 of June 1975 with the Kaniva Shire. When the Kaniva Shire and the Kowree Shire amalgamated in 1995 he continued his career with the West Wimmera Shire Council, taking on many different roles within Council during this time. After 46 years Bernie decided it was time to retire and enjoy more time with his wife Lyn, his family and have the opportunity to travel. Mayor Bruce Meyer thanked Bernie for his 46 years of Service to Council during Bernie's farewell which was held in December 2021.



Terry Ough's Retirement after 39 Years of Service.

The West Wimmera Shire Council farewelled Works Manager, Terry Ough in December 2021. Terry Commenced at the Council on the 15 of June 1982, he commenced work on the outdoor staff works team, eventually taking on a leadership role within the Council. During his farewell speech he entertained us with many stories of the events and mishaps he experienced during that time. Terry worked for Council for 39 years.

Acknowledgement of Past West Wimmera Shire Council Councillors BBQ

On Monday, 4 April 2022, West Wimmera Shire Council paid tribute to its previous Councillors at a special event in Edenhope. The event at Henley Park was attended by many former and current Councillors and was a way to acknowledge their years of service, along with their hard work and dedication to the West Wimmera Shire and community.

The evening particularly acknowledged former Councillor Warren Wait, who was a long-serving Councillor for West Wimmera Shire. Warren was a Councillor for 33 years. He served on the Shire of Kowree from 1977 to 1983 and again from 1986 to 1994. Past and current Councillors spoke glowingly of Warren and the positive impact his contribution had on the Shire. Warren was awarded with a framed photograph of Lake Wallace and a certificate of appreciation for his service.

Other former Councillors that were acknowledged at the event included:

Katrina Rainsford (1997 – 2000); Richard Hicks (2016 – 2000); Annette Jones (2012 – 2016); Eveline Van Breugel-Ord (2008 – 2012); Linda Guthridge (2000 – 2008); Carlyne Whitehead (1989 – 1995 Shire of Kowree and 1997 – 2000 West Wimmera Shire); Darren Rayner (2003 – 2012); Ron Hawkins (1995 – 1997 and 2000 – 2016); Geoffrey Carracher (1983 – 1995 Shire of Kowree and 1997 – 2003 West Wimmera Shire).

REGIONAL ASSESSMENT SERVICE

In the past 12 months the West Wimmera Shire Council Regional Assessment Service (RAS) has completed 63 new assessments and 108 support plan reviews. These assessments and reviews help our older population access services that help them remain independent at home. The service was impacted by the COVID-19 lockdowns in 2021, with assessments being completed over the phone instead of in person. However, with the easing of restrictions, face-to-face assessments recommenced in 2022. The service works closely with the local Aged Care Assessment Service (ACAS) team to ensure appropriate and timely referrals for comprehensive assessments. The West Wimmera Shire RAS has provided locum cover to neighbouring councils when extra staffing has been required.

There have been 10 Home and Community Care Program for Younger People (HACC PYP) assessments completed with both short term and ongoing services implemented to assist younger people at home. HACCPYP services are open to people under the age of 65 and who need some help at home. These services can be short term, to help with recovery from a significant illness or surgery, or ongoing services to assist people with long-term health issues.

KINDERGARTENS

In 2022, West Wimmera Shire had 74 children attending kindergarten. All kindergartens were operating two days, 7.5-hour sessions, with combined three- and four-year-old groups. The introduction of before- and after-kindergarten care and additional days of childcare for three to five-year-olds commenced at Edenhope Early Childhood Service.

Table 7: Kindergarten enrolments 2022

Kindergarten	Goroke	Kaniva	Edenhope
4-year-old	8	15	14
3-year-old	6	14	17
Total enrolments	14	29	31

Goroke Kindergarten was successful in a Department of Education and Training (DET) Minor Works Grant in 2021. This grant contributed to landscaping works, which improved accessibility in the service for all families and will contribute to a sustainable yard into the future. The Parent Advisory Group fundraised to contribute to shade sail structures.

The Kaniva Kindergarten inclusion refurbishment project is to be completed by term four 2022. The children are enjoying a term using the Kaniva Shire Hall for their sessions.

Two Department of Education and Training Building Blocks Grants have also been submitted to contribute to inclusion and accessibility improvements at Edenhope Kindergarten.

Council commends the staff at all early childhood services with contributing to setting up childcare and ongoing implementation of COVID-safe practices throughout the year.

SUPPORTED PLAYGROUP

Facilitated Playgroup and in home coaching.

Facilitated playgroup has reached out to rural and remote areas by starting playgroup in Dergholm in the far south, and Serviceton the far west of our Shire. This provides residents living with babies and children an opportunity to connect with each other. Over 16 families living in remote areas have used West Wimmera Shire Council supported programs.

Edenhope hosted a reconciliation picnic on the banks of Lake Wallace, and it was well attended. A welcome and smoking ceremony was followed by activities and lunch. Many families from many different regions of the Shire have had access to in-home playgroup and small talk coaching.

Playgroup is now running in Goroke during term three at the Goroke Kindergarten.

CHILDCARE

Council entered into arrangements with the Murdoch Research Institute and the By Five project, auspiced by Wimmera Development Association (WDA), to undertake a study that informed Council about future actions in early years.

On recommendation of Councillors and the study results, West Wimmera Shire Council was approved as a service provider for childcare. The Edenhope Early Childhood Service began operating childcare for eight children under three years old, four days a week, and wrap around childcare for kindergarten-aged children, on 6 June 2022.

MATERNAL AND CHILD HEALTH

We have welcomed long-standing Maternal Child Health (MCH) Nurse Monica Feder back to the team. Monica, having been the sole practitioner of the MCH team for two decades, is enjoying the comradery and peer support, we

now share as a team of four. Monica, Mardi, Adrienne, and Judy continue to provide a wonderful service to the families in our Shire.

Our Perinatal Emotional Health Practitioner Adrienne Calow has continued to provide in-home and telephone support services to families in West Wimmera Shire. This has been an immense help to the families. Referrals continue to arrive for those in the antenatal period, and once delivered. Adrienne also offers a baby massage course over several weeks; baby massage has numerous health benefits for both the infant and parent. This has been very popular for those families involved.

Parent group education sessions have continued to be well received, these have been run at Edenhope, Goroke and Kaniva. A variety of guest speakers have been able to discuss their areas of expertise, including an occupational therapist, dietician, speech therapist, podiatrist, paramedic, and the CFA.

Our MCH Team supported Red Nose Day in August, with babies and infants donning red noses to raise awareness of SIDS. Those infants at parent groups participated willingly.

IMMUNISATIONS

Immunisations have continued to be made available to all families in the shire, as well as those who have called in for a catch up, while visiting. The paediatric flu vaccination program has had a great take up, with many of the younger children being vaccinated. All Council staff have been offered the flu vaccination, as well as ensuring the School Immunisation Program at the three secondary schools in the Shire has been completed. The MCH team were also able to vaccinate teaching staff at all five primary and secondary schools across the Shire.

BY FIVE WSM EARLY YEARS PROJECT

The By Five WSM Early Years project (in partnership with the Royal Children's Hospital) continues to provide an important telehealth service for families, eliminating not only the long wait for an appointment at the Royal Children's Hospital, but also the travel to Melbourne. MCH Nurses continue their fortnightly education with paediatrician Amy Williamson. This in turn enhances the high level of expertise that is delivered to the families in the Shire. These paediatricians are available for free, shared telehealth appointments with families, and their GP / MCH Nurse.

YOUTH SERVICES

The youth space has changed significantly over the past four years.

Starting from scratch in 2018 was difficult, forging new relationships with young people and their parents, establishing stakeholder partnerships, and developing programs that were meaningful and engaging for as many people as possible.

2022 in many ways has been like starting from the beginning again.

Many of the young people who were engaged in the program pre-COVID are now either in senior school or have left school all together.

West Wimmera youth have been subject to more than two years of social disconnection and disruption, home schooling, cancelled events, no sporting participation, and limited opportunities to expand their horizons. There is no disputing the evidence that this has had damaging effects on their lives. Work going on in the background during this time has ensured that new opportunities will be plentiful.

Fresh rounds of State Government funding 2022-2024 has seen a substantial increase over three years, which is both exciting and challenging, but a major win for our young ones.

FReeZA funding, which has been the basis of the program budget for the past four years, has increased from under \$20,000 per year in 2018 to \$25,000 per year for the past three years, and now \$38,000 per year for the next three years.

In addition, Youth Services has secured State Government Engage! funding worth \$50,000 per year for the next three years. This is a funding stream we have never received before, and it is exciting to be able to offer a wide range of social, vocational, learning and celebration events that will enrich the experiences that encourage young people to take hold of every opportunity that comes their way.

We secured \$2,000 from the State Government Youth Fest Funding 2022, which will see interactive events in Kaniva and Edenhope in the form of a Youth Health and Wellbeing Carnival and a Youth Fest event in September 2022.

Most recently, Youth Services West Wimmera has received VicHealth Jumpstart funding worth \$35,000 which will include predominately primary school-aged children, and younger, to build skills in music, arts, and interacting with the outdoors in a creative way.

The budget increase from 2015-2017, to the current 2022-2024, is a difference of \$247,000.

It is now up to us to deliver the best and most relevant programs, services, training, social and learning opportunities that we can.

One of the major highlights of the 2021-2022 year was the Goroke 2021 Halloween FReeZA held just one week after COVID-19 restrictions eased enough to hold a public event. There was a junior event for under 12's full of music, food, face-painting, and parents, and friends catching up with one another for the first time in a long time. The 12+ FReeZA saw Goroke, Kaniva, Harrow, Rainbow, Nhill, Jeparit, and Dimboola young people get together and have a wonderful night dressing up and looking amazing (yet hideous!) dancing, meeting new people, and playing games. It gave a number of local young people the opportunity for paid employment as first aid officers, bus supervisors and face painters, which was an added bonus.

Since then, there have been opportunities for music lessons, Drop Zones – informal catch ups, youth teams established, youth-led community events, art and craft workshops, hip-hop workshops, movie days, drive in movies, and skate park events - just to name a few.

There is such a broad scope of exciting opportunities on which to build over the next three years.

We welcome, suggestions, opportunities for partnerships, and of course new Youth Action Team members and FReeZA groups, who can come onboard at any time to organise one-off events or be a part of the big picture, to cater for as many people as possible.

Now it's time to get excited and get involved. The future is bright for our kids!!

ECONOMIC DEVELOPMENT

The Economic and Business Development team has continued to work closely with Regional Development Victoria, Business Victoria, Wimmera Development Association (WDA), West Vic Business and Rural Financial Counselling Service to provide support and assistance to our businesses. This includes toolkit programs, online upskilling workshops, updated industry information and financial advice.

Utilising Business Better Approvals we have assisted several new businesses. The Business Concierge Officer provides one point of contact for the planning, building, environmental health and local laws departments. Permits required can be identified and applied for simultaneously. By streamlining the process and assisting by ensuring submitted applications are complete, Council has significantly reduced the regulatory burden and saved local businesses time and money.

There continues to be a housing shortage across West Wimmera, which impacts our ability to attract new residents into the Shire and continues to make attracting staff to our current businesses difficult. Council has been working with WDA, who have established a Housing Taskforce with an aim to identify and action initiatives to increase housing availability in the region. These include setting positive growth targets for adoption by Council for planning and service delivery and establishing new housing structures (or housing delivery models) to build, own, rent and sell affordable housing for the region's ageing residents, low-income families, relocating workers and lifestyle migrants. The project is also compiling a list of vacant lots available for residential development and associated infrastructure needs and costs. Strategies for attracting more construction skills and businesses to the region is another component of the project. Additionally, the Department of Environment, Land, Water and Planning (DELWP) has provided further support to assess potential future residential land availability, or housing supply potential, through the Regional Planning Hubs program.

The 2021-2022 year saw the continual impact of the COVID-19 pandemic continue across the West Wimmera. In the first half of the year with recurrent lockdowns, a reduction in business hours for many of our regional businesses and a significant decline in traffic and the visitor economy.

The second half of the year has seen a slow opening of the economy as confidence has grown with the new COVID-normal, visitors have returned however as COVID-19 has spread through the community this has continue to impact businesses with staff shortages.

Council has continued to support businesses with their recovery from COVID-19 into a 'COVID-normal' world. Council secured funding from the State Government, to improve our streetscapes with new outdoor dining furniture, bins, and other improvements to encourage the community and visitors to stop and spend time at our hospitality venues.

Council has joined forces with a new grant search engine Grant Guru to deliver a free one-stop-shop website for business and community grants. The website allows residents to use a search engine to find available grants. Grants can also be filtered by a specific location, industry, or project type. The website can also give tips for finding and applying for grants to maximise the chances of receiving funding.

Electric vehicle (EV) charging coming to West Wimmera, in Edenhope and Kaniva. The team has been working with an electric vehicle charging company who were successful in receiving State Government funding to establish two fast charges in Edenhope and Kaniva. This will provide opportunities and the confidence for EV operators to visit the West Wimmera.

TOURISM

Tourism has been placed under a new portfolio of Community Development and Tourism. Council understands the economic and social importance of supporting tourism within the Shire and because of this we are working side-by-side with Wimmera Mallee Tourism on the following projects:

- Mallee Silo Art Trail Mega-Project
- Silo Art Trail Signage Audit and Design
- Cabins Across the WM: Enhancing the Visitor Experience
- Food and Beverage Experiences in Wimmera Southern Mallee
- Augmented Reality/Virtual Reality Strategy
- Colours Marketing Campaign
- Eclectic Accommodation
- Supporting Regional Tourism Program
- Stay West Marketing Campaign (including website)
- Round 1 of the Tourism Pilot Program: West Wimmera Business – 4WD and Motorcycle Tours

Council was successful in securing funding of \$21,500 from Sprots Australia to assist with hosting the Victoria off-road motorcycle championship round five - six. Completion of the West Wimmera Official Visitor Guide and A3 maps. Unearth Amazing Campaign has been extended and will produce a 30-second advertisement highlighting the West Wimmera.

Council has furthered its commitment to tourism by commissioning a Strategic Tourism Plan specifically for West Wimmera Shire, that will provide a master plan in tourism marketing with recommendations on infrastructure and tourism destinations. With this plan we hope to attract further funding for existing and potential tourism opportunities. The community will have opportunities to be consulted throughout the planning stage.

West Wimmera Tourism has engaged social media influencers with followers ranging from 6,000 to 10,000 people to help get the message out there that West Wimmera is the go-to destination for families, older couples, and singles. This message was also given at the Adelaide Caravan and Camping show in August and will appear in up-and-coming edition of the Caravanning Australia magazines.

While it's exciting to look out across the Wimmera as a whole, Council has been supporting smaller tourism initiatives with assistance via community grants for a start-up business in motorcycle and 4WD tours. This business will be specifically targeting the adventure motorcyclists, tag-a-long four-wheel-drivers and those who might wish to be chauffeured around 4WD tracks in a fully kitted-out 4WD.

2022-23 has us excited with the return after a COVID-19 induced break to some of West Wimmera Shires most popular events.

INFRASTRUCTURE DEVELOPMENT WORKS

ENGINEERING AND WORKS

The past 12 months have been busy for the infrastructure, engineering and work team. A large capital works program was delivered, as well as ongoing improvements to the asset management systems and geographic information systems.

Council undertook its routine maintenance program including, sealed and unsealed roads, bridges, council-owned buildings and reserves, playgrounds, footpaths, kerb and channel, and parks and gardens.

Council has a contract for maintenance of VicRoads arterial roads within the municipality, this includes sections of the Wimmera and Western highways and other arterial roads including the Kaniva-Edenhope Road, Serviceton North-Telopea Downs Road and Nhill-Harrow Road.

The capital works program was boosted by the inclusion of the Federal Government \$1.119 million Local Roads and Community Infrastructure Program, in addition to the \$1.528 million Roads to Recovery program along with Council's normal road funding allocation.

ASSET MANAGEMENT AND GIS

There has been continuous improvement within the Assets and GIS Department including:

- An external audit of Council's building structures was undertaken with defects identified, renewal items costed and listed, and preliminary work on a valuation for Council's finance team completed,
- The data with Council's asset maintenance system AssetAsyst was updated as was the version being utilised by staff,
- Secured two graduate civil engineers in the assets/design area and they have received professional training to enhance the capabilities of the engineering team,
- Continued to use drone data capture for investigation and project design,
- Consolidation of a structured traffic monitoring program, where traffic counts are completed throughout the network providing good data for future planning,
- Council's first organisation-based Asset Management plan was developed and adopted, which was a requirement of the *Local Government Act 2020*,
- In association with the OHS department there were additional evacuation diagrams completed and approved for Council buildings or where Council activities occur.

CONTRACTS

The Contracts and Procurement department guide and oversee the following:

- Contract and specification document development,
- Request for quote process,
- Request for tender process,
- Quote and tender evaluation process.

There have been some major changes to the Contracts and Procurement department in 2021-2022

- In November 2021 Council adopted a new Procurement Policy that has led to new processes and documentation being introduced to the procurement process as a whole.

Our current contracts include:

- CM0 496 Bituminous sealing of roads, first year of a two-year contract extension, this continues to be one of Council's larger contracts,
- CM0 550 Meals for delivery,
- CM0 563 Cleaning of municipal buildings,
- CM0558 Street and pit cleaning services Kaniva,
- CM0 555 Supply and delivery of one water truck,
- CM0 551 Green waste shredding services,
- CM0 547 Water tower demolition,
- CM) 543 Hire of plant and equipment,
- CM0 542 and 541 Supply and delivery of two highway maintenance tractors,
- CM0540 Harrow Clear Lake Road Bridge.

As part of the role of the Contracts and Procurement Department, we offer support and guidance for all Council deliverables that require services or goods to be procured.

LOCAL LAWS AND ANIMAL CONTROL

Council's Local Laws Department has been consistently busy over the reporting period. Donna Gurney (Council's Ranger/Local Laws Officer) took leave in November 2021 and the role was taken by Paul Cameron who provided part-time relief performing many duties including and not limited to:

- Responding to wandering cattle and sheep on roads (including after hours),
- Responding to roaming dogs (including after hours),
- Discussions with landowners regarding fencing,
- Dealing with stock and carcass disposal during truck roll overs,
- Issuing Notices to Comply for unsightly properties,
- Issuing Fire Prevention Notices,
- Responding to dog attacks on stock and domestic animals,
- Dealing with barking dog complaints,
- Dealing with neighbourhood disputes,
- Organising spraying of roadside weeds,
- Organising ripping of roadside rabbit burrows,
- Rehoming cats and dogs with Phoenix Animal Welfare/Horsham Paws/RSPCA (in excess of 100 animals have been rehomed),
- Managing an increasing number of cats at large (feral, domestic, and abandoned)
- Euthanising animals when required,
- Issuing Schedule 12 Permits to burn (CFA),
- Corella management activities,
- 10 -yearly review of Council's Local Laws,
- Supported Agriculture Victoria and the RSPCA on animal welfare issues.

The number of animal registrations has decreased from 912 last year to 872 registrations processed.

ENVIRONMENTAL HEALTH

Council's Environmental Health Officer (EHO) undertakes tasks to ensure the public health of our community. This involves inspections of food premises and taking food samples for analysis.

Our EHO has continued to be heavily involved in the COVID-19 Pandemic Sub-Committee, as well overseeing the State Government-funded position and activities of the Business Concierge and Hospitality Support Program. This program was designed to provide advice to many businesses and community organisations on the ever-changing Chief Health Officer directions in relation to COVID-19.

During the 2021-2022 year Council's EHO undertook:

- 54 food assessments and inspections under the *Food Act 1984*,
- Issued four permits to install or alter septic tanks under the *Environment Protection Act 1970*,
- Completed 19 inspections under the *Tobacco Act 1987*.

At the request of the state government and Municipal Association of Victoria (MAV), the EHO participated in a state-wide Tobacco Retailer Audit additional to the regular Tobacco Act compliance activities that occur.

Council's EHO has also spent considerable time over the past 12 months understanding the large-scale changes that are soon to be implemented by the State Government with regard to the *Food Act 1984* and food premises requirements.

PLANNING AND BUILDING SERVICES

Council's Planning Department is responsible for preparing and administering the West Wimmera Planning Scheme under the *Planning and Environment Act 1987*. Their responsibilities under the Act include issuing planning permits for use and development of land, planning scheme amendments, strategic planning and enforcement.

Throughout the shire, 25 planning permits were issued in the 2021-22 year. These permits covered a wide range of developments, from sheds for sporting clubs, to dwellings and business signage. Council also responded to 104 enquires for formal, written planning advice. As with permits, these requests were wide ranging, including the use of premises for business purposes, native vegetation regulations, and subdivisions. One noticeable trend in 2021-22 was the upswing in enquires regarding 'moveable' housing, such as transportable homes and shipping container dwellings.

Beyond the core responsibility of providing planning services for the community, there have been several additional areas of focus. Council officers have worked with DELWP and consultants to begin working on a Planning Scheme review, aimed at ensuring that the strategic planning and long-term development needs of the West Wimmera are considered. Enforcement issues have continued, with illegal native vegetation removal being a particular area of concern. With the shortage of planning services and planning professionals across the state, the planning department has endeavoured to implement the most effective services possible for the community. They engaged with DELWP and took part in the Better Planning Approvals process to update the website and streamline the planning permit approval process. The Planning Department has also advocated for increased support from State Government to address the enforcement and strategic planning needs of the West Wimmera community.

Council's building service is provided by Government Shared Services (GovSS). GovSS also fills the role of Council's Municipal Building Surveyor (MBS). Council's building service operates in accordance with the Victorian Building Regulations pursuant to the *Building Act 1993*.

During the 2021-2022 reporting period, Council received 27 building permit applications. Private building surveyors also received a total of 68 building permit applications across the shire. Council's MBS are also responsible for responding to complaints regarding illegal building activity and unsafe buildings and structures.

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GOVERNANCE

West Wimmera Shire Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community.

Council has several roles including:

- Considering the diverse needs of the local community in decision making,
- Providing leadership by establishing strategic objectives and monitoring achievements,
- Ensuring that resources are managed in a responsible and accountable manner,
- Advocating the interests of the local community to other communities and governments,
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums attended by Councillors, community forums, submissions via the Innovation Platform, the ability to make deputations at Council meetings, and through representation on Council committees.

Council's formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council staff and these delegations are exercised in accordance with adopted Council policies. Council is authorised to make decisions in only one of two ways:

1. By formal resolution at Council meetings
2. By Council officers under delegated authority

There are certain powers that Council cannot delegate. These include the adoption of the Council Plan and Council Budget.

COUNCIL MEETINGS

Council conducts open public meetings on the third Wednesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings provide the opportunity for community members to submit a question or verbally ask a question to Council. For the 2021–2022 year Council held 17 Council meetings.

Due to the ongoing effects of the COVID-19 pandemic, Council conducted several meetings virtually via electronic teleconference, accessible to the public via livestream, recorded and available on the Council webpage, along with Council meeting agendas, minutes and policies and strategies.

Council Meetings: Councillor Attendance

Table 8: Scheduled Council Meetings Attendance Record 2021-2022

Date	Cr. Bruce Meyer, OAM Mayor	Cr. Jodie Pretlove Deputy Mayor	Cr. Trevor Domaschenz	Cr. Tom Houlihan	Cr. Tim Meyer
18/08/2021	Attended	Attended	Attended	Attended	Attended
15/09/2021	Attended	Attended	Attended	Attended	Attended
18/10/2021	Attended	Attended	Attended	Attended	Attended
17/11/2021	Attended	Attended	Attended	Attended	Attended
15/12/2021	Attended	Attended	Attended	Attended	Attended
16/02/2022	Attended	Attended	Attended	Attended	Attended
16/03/2022	Attended	Attended	Attended	Attended	Attended
20/04/2022	Attended	Attended	Attended	Attended	Attended
18/05/2022	Attended	Attended	Attended	Attended	Attended
15/06/2022	Attended	Attended	Attended	Attended	Attended

Table 9: Unscheduled Council Meetings Attendance Record 2021-2022

Date	Cr. Bruce Meyer, OAM Mayor	Cr. Jodie Pretlove Deputy Mayor	Cr. Trevor Domaschenz	Cr. Tom Houlihan	Cr. Tim Meyer
03/11/2021 Election of Mayor	Attended	Attended	Attended	Attended	Attended
26/08/2021 Public Submission of Community Vision, Council Plan and Long-Term Financial Plan	Attended	Attended	Attended	Attended	Attended
29/09/2021 Adoption of the 2020/21 Annual Report, Financial Statements and Performance Statements	Attended	Attended	Attended	Attended	Apology
27/01/2022	Attended	Attended	Attended	Attended	Attended

Special Council Meeting					
02/02/2022	Attended	Attended	Attended	Attended	Attended
Special Council Meeting					
09/05/2022	Attended	Attended	Attended	Attended	Attended
Unscheduled Council Meeting					
27/06/2022	Attended	Attended	Attended	Attended	Attended
Adoption of WWSC 2022/23 Budget					

COMMUNITY FORUMS

West Wimmera Shire Council Community Forums are scheduled twice a year in conjunction with the monthly Council meeting. Community forums are held within the smaller community towns located within the Shire and gives the Councillors the opportunity to have a meal with residents and discuss local issues in a relaxed, informal atmosphere. The community is provided with the opportunity to lodge customer requests, which are followed up by the relevant council officers, and outcomes communicated back to the community.

Due to COVID-19 restrictions, only one community forum was held for the 2021-2022 financial year. This was in Apsley. It was a successful day, with several residents in attendance.

LOCAL LAWS

Council adopted Local Law No. 8 – Use of Common Seal in August 2020

Local Law No. 6 was scheduled to cease to operate in October 2022 and is currently being reviewed and will be presented to Council for consideration.

REVIEW OF DELEGATIONS

West Wimmera Shire Council undertook a complete review of all delegations in January 2022 to meet the legislative requirements of the *Local Government Act 2020*. The next review is scheduled in July 2022.

Delegations are available for viewing on Council's website.

REVIEW OF COUNCIL POLICIES

West Wimmera Shire Council policies are reviewed regularly in accordance with a rolling review schedule. The review includes compliance with relevant legislation, removal of any procedural items and tailoring of policies to current activities and reformatting to current template styles.

As policies are reviewed and endorsed by Council, they are uploaded onto Council's website where public access is available. Plans and policies are also managed within Council's document control system, ensuring review cycles are maintained and managed.

COUNCILLOR CODE OF CONDUCT

Council has a Councillor Code of Conduct, which was adopted on the 17 February 2021. The Councillor Code of Conduct outlines the following principles.

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they might encounter,
- Attract the highest level of confidence from Council's stakeholders,
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

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

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest,
- Roles and relationships,
- Dispute resolution procedures.

The existing code is available on the West Wimmera Shire Council website.

CONFLICT OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community and are committed to making decisions impartially and in the best interests of the municipal community. They therefore recognise the importance of fully observing the requirements of the Act and Council's Governance Rules in regard to the disclosure of conflicts of interest. This is a position of trust that requires councillors to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest could compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings. While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests.

During 2021-2022, 13 conflicts of interest were declared at Council meetings, all recorded in the Council minutes.

DELEGATE COMMITTEES

The *Local Government Act 2020* allows Councils to establish one or more delegated committees consisting of:

- Councillors,
- Council officers,
- Other persons,
- Any combination of the above.

West Wimmera Shire Council has not established any delegate committees in the 2021 -2022 financial year.

Committee Name and constituents	Purpose of the committee
Audit and Risk Committee Cr. B Meyer OAM Cr. J Pretlove Independent Members: M Jaensch (Chair) C Gregory M Revell A Johnson	The Audit and Risk Committee's role is to report to Council and provide appropriate advice and recommendations relevant to its charter in order to facilitate decision-making by Council in relation to the discharge of its responsibilities. The Audit and Risk Committee plays a key role in assisting Council to fulfil its governance and overseeing responsibilities in relation to financial reporting, internal control, risk management systems, ethical accountability and the internal audit function.
CEO Performance Planning Advisory Committee All Councillors	The role of the CEO Performance Planning Advisory Committee is to make recommendations to the Council on the appointment, performance review and remuneration of the Chief Executive Officer. (CEO)
West Wimmera Shire Kaniva Recreation Reserve Advisory Committee Cr B Meyer Alt: Cr Houlihan Director Corporate Community Services Community Members: Kaniva Community Sporting Complex, Kaniva Cricket Club, Kaniva Hockey Club, Kaniva Leeor United Football Club, Kaniva Leeor United Netball Club, Kaniva Lions Club	Council is the DELWP committee of management of the reserve.
West Wimmera Shire Sustainability Advisory Committee	

Cr T Houlihan Cr J Pretlove Director Infrastructure Development & Works	
West Wimmera Shire Tourism Advisory Committee Cr T Domaschenz Alt: Cr. J Pretlove Council Officer Community Members: Tanya Turner, Gianna Saba, Leanne Lucas, Georgina Campbell, Helen Mulraney, Greg Buttle, Valerie Collins, Lorraine Oliver, Jenny Chenhall, Deb Crawford, Heath McClure, Michelle Penrose, Josie Sangster, Lyn Powell, Helen Hobbs, Julie Finch, Kelvin Moar, Graham Carter, Jane Craig	West Wimmera Shire Tourism Advisory Committee has been set up to provide tourism advice to Council.

COUNCILLOR ALLOWANCE AND EXPENSES

An important reform of the *Local Government Act 2020* (2020 Act) was the transfer of responsibilities in determining mayoral, deputy mayoral and councillor allowances to the Victorian Independent Remuneration Tribunal (the Remuneration Tribunal).

On 7 March 2022, in accordance with section 23A of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* (Vic) (VIRTIPS Act), the Tribunal made the allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022.

The determination applies to all Mayors, Deputy Mayors, and Councillors (Council members) in all Victorian councils and saw an increase to mayoral and councillor allowances, which are to be phased in over five years (for Mayors and Deputy Mayors) and three years (for Councillors). A separate allowance was established for Deputy Mayors.

The new allowances applied retrospectively from 18 December 2021, and Council members were paid in accordance with the tribunal's determination. The determination also set a remote area travel allowance for Council members and provided eligibility criteria for claiming it.

The determination sets a base allowance for each Council member. The value of the base allowance payable to a Council member varies depending on the role (Mayor, Deputy Mayor, or Councillor) and the Council allowance category assigned to Council as specified in the determination. The tribunal has assigned each Council to one of four Council allowance categories. West Wimmera Shire Council falls under category 1 (see table below).

Category 1	
Alpine Shire Council	Mansfield Shire Council
Ararat Rural City Council	Mount Alexander Shire Council
Benalla Rural City Council	Murrindindi Shire Council
Buloke Shire Council	Northern Grampians Shire Council
Central Goldfields Shire Council	Pyrenees Shire Council
Corangamite Shire Council	Borough of Queenscliffe
Gannawarra Shire Council	Southern Grampians Shire Council
Hepburn Shire Council	Strathbogie Shire Council
Hindmarsh Shire Council	Towong Shire Council
Indigo Shire Council	West Wimmera Shire Council
Loddon Shire Council	Yarriambiack Shire Council

The determination allows for further scheduled annual increases to allowance values until 18 December 2025. The next increase will take effect on 18 December 2022. The transfer of responsibility was made to the Victorian Independent Remuneration Tribunal and a determination was to be made on the 18 December 2021, however the determination was delayed until 7 March 2022.

Table 10: Councillor Allowances and Reimbursements 2021/2022

	Type	Amount
Mayor Cr Bruce Mayer OAM	Mayoral Allowance	\$ 58833.50
	Super Allowance	\$ 5787.25
	Reimbursement	\$ -
Dept Mayor Cr Jodie Pretlove	Councillor Allowance	\$ 27725.94
	Super Allowance	\$ 3080.66
	Reimbursement	\$ 174.26
Cr Trevor Domaschenz	Councillor Allowance	\$ 20757.64
	Super Allowance	\$ 2306.40
	Reimbursement	\$ 4608.81
Cr Tom Houlihan	Councillor Allowance	\$ 20757.64
	Super Allowance	\$ 2306.40
	Reimbursement	\$ 2556.75
Cr Tim Meyer	Councillor Allowance	\$ 20757.64
	Super Allowance	\$ 2306.40
	Reimbursement	\$ -

Remote Travel Allowance

If a Council member normally resides more than 50 kilometres by the shortest possible practicable road distance from the location or locations specified for the conduct of ordinary, special or committee meetings of Council, or any municipal or community functions that have been authorised by Council resolution for the Council member to attend, the Council member is entitled to be paid an allowance of \$44 for each day on which one or more meetings or authorised functions were attended by the Council member, up to a maximum of \$5,500 per year.

Allowance inclusive of superannuation entitlements

The value of the allowance payable to a Council member is inclusive of any Superannuation Guarantee Contribution amount, or equivalent, that may be payable under Commonwealth Law to the Council member with respect to their service in that office (for example, due to the Council member's Council being an eligible local governing body).

For the period 18 December 2021 until 17 December 2022 the allowance payable to the Mayor, Deputy Mayor, and Councillors is set out below:

Mayor	Deputy Mayor	Councillor
\$74,706	\$37,353	\$24,080

Note* These values are inclusive of any Superannuation Guarantee Contribution amount.

INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance to the Audit and Risk Committee that appropriate processes and controls are in place across Council.

The following reviews occurred during the 2021/22 year as part of the Internal Audit program:

- Risk Management, November 2021
- Information Technology, November 2021

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General's Office (VAGO).

The 2021/22 annual external audit of Council's Financial Statements and Performance Statement was conducted by the VAGO appointed audit service provider – Crowe Australasia.

STATUTORY INFORMATION

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

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In compliance with the Local Government (General) Regulations 2015 (SR No.119 of 2015) Regulation 12, the following information is available for public inspection:

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

- the name of the Councillor or member of Council staff,
- the dates on which the travel began and ended,
- the destination of the travel,
- the purpose of the travel,
- the total cost to Council of the travel, including accommodation costs.

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

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

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

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

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

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

FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* provides individuals and organisations the opportunity to access certain information held by the West Wimmera Shire Council, provided they are not exempt under the Act.

In accordance with the *Freedom of Information Act 1982* section 17(2), requests for access to information must be submitted in writing, to the Freedom of Information Officer, West Wimmera Shire Council, mailing address. Access

charges might also apply once documents have been processed and a decision on access is made (eg. photocopying and search and retrieval charges).

From July 2021 to June 2022, West Wimmera Shire Council received two Freedom of Information applications.

DISABILITY ACTION PLAN

In accordance with section 38 of the *Disability Act 2006*, Council must report on the implementation of the Disability Action Plan in its Annual Report. Council has incorporated initiatives into the Council Plan 2021-2025.

- Referral for aged care and disability
- Services
- Social support groups
- Personal care and home care
- Emergency support
- Property maintenance
- Living at home assessments
- Delivered meals (Meals on Wheels)
- Community transport programs
- Respite care

PROTECTED DISCLOSURE PROCEDURES

In accordance with section 69 of the *Protected Disclosure Act 2012*, a Council must include in their Annual Report information about how to access the procedures established by Council under part nine of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints, investigated during the financial year.

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

Council's policy on how to make a disclosure is publicly available on Council's website.

During the 2021-2022 financial year, no disclosures were notified to council officers, appointed to receive disclosures or to IBAC.

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any ministerial direction in its Annual Report. No such ministerial directions were received by Council during the 2021-2022 financial year.

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a Council that is a collecting or developing agency must prepare and give a report to the Minister for Planning on Infrastructure and development contributions, including levies and works in-kind. The report must be published in Council's Annual Report. Council had no infrastructure or development contributions for 2021-2022.

CONTRACTS

All service contracts entered into or purchases over \$150,000 in the 2021-22 financial year went through the competitive process in accordance with section 186(5)(a) and (c) of the *Local Government Act 2020* and the West Wimmera Shire Council Procurement Policy, including the purchase of four large plant items that costed more than \$150,000.

The bituminous sealing contract is the largest service contract that West Wimmera Shire Council participates in, at approximately \$1 million per year. Council entered the first of two one-year extensions at the beginning of the 2022-23 financial year.

DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare and implement a Domestic Animal Management Plan every four years and evaluate its implementation in the Annual Report. This plan sets out a program of actions, which aim to ensure compliance with statutory requirements, and to implement the vision and strategic objectives identified for effective animal management control in the West Wimmera Shire.

Council was due to produce a domestic Animal Management Plan in 2021 and has been provided additional time by the State Government to prepare a new plan due in 2022. Council has engaged consultants CT Management Group to produce a new plan continuing with the work that has been completed in previous council plans.

FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report. No such ministerial direction was received by Council during the financial year.

AUDIT AND RISK COMMITTEE

In accordance with Section 53 of the *Local Government Act 2020*, Council is required to establish an Audit and Risk Committee to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

Council's Audit and Risk Committee consists of two members of the Council and three external independent members including Celeste Gregory, Andrew Johnson, and Mick Jaensch. Councillors Mayor Bruce Meyer OAM and Deputy Mayor Jodie Pretlove are Council representatives on the committee. During 2021/2022 the Audit Committee met on four occasions.

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GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management Items	Assessment
1 Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. ✓ Date of adoption: 17 February 2021
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. ✓ Date of adoption: 17 February 2021 *Included within Community Engagement Policy.
3 Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next ten financial years)	Adopted in accordance with section 91 of the Act. ✓ Date of Adoption: 18 October 2021
4 Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next ten years)	Adopted in accordance with section 92 of the Act. ✓ Date of Adoption: 18 May 2022
5 Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act, ✓ Date of adoption: 16 June 2021
6 Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act ✓ Date of adoption: 27 June 2022
7 Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Current policy in operation ✓ Date of commencement of current policy: 17 February 2021

8 Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Current policy in operation ✓ Date of commencement of current policy: 20 April 2022
9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> ✓ Date of preparation: 1 August 2021
10 Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act ✓ Date of adoption: 17 November 2021
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	No plan ✗ Reason for no plan: Business Continuity Policy adopted 14 October 2019. Business Continuity Plan still under review and scheduled to be adopted at the February 2023 Council meeting.
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation. ✓ Date of commencement of plan: 1 July 2017 *Disaster recovery plan currently under review.
13 Risk management framework (framework outlining council's approach to managing risks to the council's operations)	Current framework in operation ✓ Date of commencement of current framework: 17 February 2021 *Incorporated into Risk Management Policy
14 Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act ✓ Date of establishment: 16 May 2013
15 Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Internal auditor engaged ✓ Date of engagement of current provider: 1 November 2021

16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	Current framework in operation ✓
17 Council Plan report (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report in operation. ✓ Date of Council Plan adoption: 18 October 2021
18 Quarterly budget reports (quarterly reports presented to the Council under section 97(1) of the <i>Local Government Act 2020</i> , comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the <i>Local Government Act 2020</i> ✓ Date reports presented: 3 November 2021 2 February 2022 4 May 2022
19 Risk reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	No report ✗ Reason for no report: Risk reports are made to Audit Committee and presented to Council with minutes of Audit Committee Meetings.
20 Performance reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	✓
21 Annual report (annual report under sections 98, 99 and 100 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act ✓ Date statements presented: 30 September 2022
22 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act ✓ Date of review: 17 February 2021

<p>23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11(7) and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act ✓</p> <p>Date of review: 25 June 2022</p>
<p>24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act ✓</p> <p>Date Governance Rules adopted: 19 August 2020</p> <p>* Governance Rules currently under review and scheduled for adoption 16 November 2022.</p>

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

David Bezuidenhout
 Chief Executive Officer
 Dated:

Cr Bruce Meyer
 Mayor
 Dated:

PERFORMANCE STATEMENT

DRAFT