

DRAFT ADVOCACY STRATEGY

1.0 Background

What's the issue?

It is important to articulate what the issue is about and why it warrants the organisation's focus. This might include a brief history of the issue and any previous actions taken by Council.

Consider the following:

- *What is the matter concerning?*
- *Who does it impact?*
- *What is driving the issue?*
- *Why should Council be interested in this?*
- *Is advocacy the best approach?*

Notes:

2.0 Scope

What is and is not included in Council's advocacy project?

Some issues may be quite broad, while others will already be more defined. Regardless, you should specify the extent of Council's involvement in the issue. For example, is the organisation intending to dedicate considerable time and resources, or is the issue a lower priority? Is this likely to be an ongoing commitment, or is this a one-off issue that will shortly conclude?

‘Scope creep’ can happen with any project, so it is useful to be clear at the outset as to Council’s commitment. This is also important for stakeholders and community groups to understand so as to ensure that expectations are aligned.

Consider the following:

- *What is the degree of Council’s involvement?*
- *What is the community’s expectation of Council’s involvement*
- *What are the timeframes involved?*
- *What things will be included?*
- *What things will be excluded?*

Notes:

3.0 Objectives

What does Council hope to achieve through its advocacy?

Advocacy has a purpose – it aspires to effect some kind of change. Your objectives should articulate what you are hoping to achieve, and by which the success of your advocacy can be measured.

Keep your objectives realistic and ensure they are clear.

Consider the following examples:

- *To seek the government’s support to...*
- *To encourage XYZ agency to...*
- *To increase community awareness of...*
- *To support XYZ group to...*

Notes:

4.0 Key Issues

What are the issues central to the matter?

You will need to determine which issues are the priority issues that need to be addressed.

It is important to clearly identify the key issues, as these will inform the development of your key messages.

Remember that for complex matters there will be a large number of issues involved, but not all of them will be relevant to Council. Nor is it realistic to pursue all issues. You should prioritise them so you know their level of importance to your case.

Notes:

5.0 Key Messages

What message are you trying to promote through your communications?

It is important to have a clear set of messages that will sit behind all outbound communications, such as media, correspondence and submissions. These should fall from the 'key issues' already identified.

For more complex issues you can group your key messages under headings.

The key messages must be clear and concise. Keep key messages to a minimum (ie. focus on what is important).

Examples:

Scene setters:

- The issue concerns...XYZ
- Council is concerned about...
- Council supports / does not support...
- Council is advocating on this issue because...

The 'ask':

- Council is seeking...
- Council is requesting...

Notes:

6.0 Stakeholders

Who needs to be involved and how?

There may be a number of target audiences and interested parties, each with their own role:

- Who will give you the information you need? (informers)
- Who are you pitching to? (audience / decision makers)
- Who are your allies? (like-minded agencies / community groups)
- Who are your observers? (Other parties with a general interest)
- Who are the detractors? (People who may hold a different view or interest)

Each will need to be involved in a different degree. Think about how and when they are included, and whether you are informing, collaborating, asking for views, or even *not* seeking to engage.

Most advocacy issues will be those that impact on the community. Bringing the community 'on the journey' will assist they cause by building the advocacy base.

Notes:

7.0 Advocacy approach and tools

What style and tools will you employ to respond to the issue?

This heading covers two related issues: the style of the advocacy approach warranted by the issue and the methods employed to carry out the advocacy.

Style: Is this a time-critical issue that requires an urgent, more vigorous approach, or is this an ongoing issue that is best dealt with via more measured and formal means?

Regardless of timeframes or the perceived importance of an issue, Council's advocacy should be based on the principle of trusted, respectful and constructive dialogue. This means:

- | | |
|---------------|---|
| Trusted: | <ul style="list-style-type: none">▪ Not divulging sensitive or confidential information▪ Being reliable and carrying out commitments |
| Respectful: | <ul style="list-style-type: none">▪ Using courteous language and approaches▪ Avoiding public 'shaming' or open disagreements |
| Constructive: | <ul style="list-style-type: none">▪ Having a clear 'ask' and remaining outcome-oriented▪ Not focusing on old grievances, but looking to the future |

Methods: There are a range of different vehicles available to communicate your message. These should be considered based on circumstance and the style of advocacy employed. They include the following:

- Formal submissions (government and agency inquiries and reviews)
- Correspondence (direct letters to decision makers; letters to affected parties)
- Face-to-face meetings (decision makers; politicians)
- Participating in industry forums (also speaking at conferences or events)
- Local media (media releases, letters to the editor)
- Social media
- Networks and databases

- Letters of support (letters provided to others to support their advocacy)

Notes:

8.0 Milestones and schedule

What are you going to do and when?

What are the critical dates (ie. submissions due / decisions being made) and plan around these.

Develop a timetable or Gantt chart of activities taking note of lead times and providing for contingency where relevant.

Notes:

9.0 Indicators of success

How will you measure whether your actions have been successful?

It is important to establish some indicators to be able to measure the efficacy of the strategy. Some of these may include:

- Whether the 'ask' has been met
- The degree of Council's contribution to change
- Level of media coverage
- Level of public awareness
- Level of community participation

You should make time in your schedule of activities to review your indicators of success, such that you can modify your strategy if the approach is not as effective as anticipated.

Notes:

Advocacy Strategy Template

TABLE A – Advocacy strategy summary template

Background	<i>What is the issue?</i>	
Scope	<i>What is and is not included in Council's advocacy project?</i>	
Objectives	<i>What does Council hope to achieve through its advocacy?</i>	
Key issues	<i>What are the key issues surrounding the matter?</i>	
Key messages	<i>What message are you trying to promote through your communications?</i>	
Stakeholders	<i>Who needs to be involved and how?</i>	
Advocacy style and approach	<i>What style and tools will you employ to respond to the issue?</i>	
Milestones and schedule	<i>What are you going to do and when?</i>	(COMPLETE TABLE B)
Indicators of success	<i>How will you measure whether your actions have been successful?</i>	





FINANCIAL PERFORMANCE REPORT

March 2019

Contents

INTRODUCTION	2
OPERATING STATEMENT.....	3
BALANCE SHEET	5
CASH AND INVESTMENTS	6
WORKING CAPITAL.....	6
RATE DEBTORS.....	7
SUNDRY DEBTORS.....	7
OPERATING ACCOUNTS BY ACTIVITY	9
CAPITAL WORKS.....	13

INTRODUCTION

This report provides financial information for the financial year 1 July 2018 to 31 March 2019.

It provides information on Council's operating performance via an Operating Statement, and Council's financial position via a Balance Sheet. A summary statement of Capital Works is also included for Council's information.

A summary of Council's operations by Activity is also provided so that Council may see the financial performance of Council's relevant functional areas.

Figures included in these statements are for the year to date ended 31 March 2019. Year to Date (YTD) figures are given for actual results, as well as the full year budget and the YTD allocation of that full year budget. This report includes budget adjustments made during the mid-year review, which was completed during December.

Where the YTD actual varies from the YTD budget allocation by more than 10% **and** \$20,000, **or** more than \$100,000 a variance explanation is given.

Information is also given on some of the more pertinent financial indicators, including:

- Cash and investments
- Rates outstanding
- Sundry debtors outstanding
- Working Capital

OPERATING STATEMENT

A year to date Operating Statement is presented as per the AASB101 format for Councils information.



West Wimmera Shire Council Comprehensive Income Statement 31-Mar-19

	YTD Actual \$	Original Annual Budget \$	Revised Annual Budget \$	Annual Budget Met %	YTD Budget \$	YTD Variance \$	YTD Variance %	Notes
Income								
Rates & Charges	7,485,526	7,497,580	7,505,785	100%	7,505,696	(20,170)	0%	
Statutory Fees & Fines	107,009	132,200	134,263	80%	84,054	22,955	27%	1
User Fees	627,663	608,848	703,586	89%	480,756	146,907	31%	2
Grants - Operating	7,606,715	8,178,621	9,458,446	80%	7,907,592	(300,877)	-4%	3
Grants - Capital	2,092,744	2,537,893	2,968,854	70%	1,798,392	294,352	16%	4
Contributions - Monetary	64,189	64,466	113,655	56%	84,422	(20,233)	-24%	5
Net Gain/(Loss) on Sale of Assets	129,135	90,025	90,025	143%	-	129,135	100%	6
Other Income	1,626,887	2,640,014	2,670,245	61%	1,976,792	(349,905)	-18%	7
Total Income	19,739,868	21,749,647	23,644,859	83%	19,837,704	(97,836)	0%	
Expense								
Employee Costs	5,356,085	7,104,870	7,065,740	76%	5,246,196	109,889	2%	
Materials & Services	4,548,995	7,309,334	7,542,100	60%	5,499,670	(950,675)	-17%	8
Depreciation	5,450,481	7,267,331	7,267,331	75%	5,450,481	-	0%	
Borrowing Costs	441	-	441		441	(0)		
Other Expenses	204,314	320,091	320,191	64%	240,753	(36,439)	-15%	9
Total Expense	15,560,315	22,001,626	22,195,803	70%	16,437,541	(877,226)	-5%	
Surplus/(Deficit) from operations	4,179,553	(251,979)	1,449,056		3,400,163	779,390	23%	
Total Comprehensive Result	4,179,553.22	(251,979)	1,449,056		3,400,163	779,390	23%	

Notes	
1. Statutory Fees & Fines	Statutory Fees & Fines receipted by Council are 27% (\$22,955) higher than anticipated year to date. This is largely a timing difference with the receipt of a number of domestic animal registration fees which are due in the first week of April being received in March.
2. User Fees	User Fees receipted by Council are 31% (\$146,907) higher than anticipated year to date. This is a result of timing differences associated with quarry income being receipted earlier than anticipated as stocks are brought up for construction purposes.
3. Grants Operating	Operating Grants received by Council to 31 March 2019 are 4% (\$300,837) below year to date budget. This is largely due to the timing of major projects funding including the Harrow Recreation Reserve upgrade which has commenced later than was originally anticipated

4. Grants Capital	Capital Grants received by Council to 31 March 2019 are 16% (\$294,352) above year to date budget. This favourable variance is due to unbudgeted funding for the Kaniva Hall refurbishment being received along with funding for the Kaniva Cultural and Tourism Precinct being received earlier than anticipated.
5. Contributions - Monetary	Monetary contributions are 30% (\$25K) below anticipated year to date budget. This is a result of budgeted contributions for the Edenhope Hall not being received as at 31 December.
6. Net Gain/(Loss) on Sale of Assets	The net gain/(loss) on sale of assets is completed at year end, as part of the reconciliation of assets process.
7. Other Income	Other Income is 18% (\$349,905) below budget at March 2019 due to the timing of VicRoad works and subsequent reimbursement.
8. Materials & Services	Materials and services shows a year to date variance of 17% (\$950,675) under the year to date budget. This variance is predominantly associated with contractors and the timing of road maintenance and the delay in commencing works on the Harrow Recreation Reserve upgrade.
9. Other Expenses	Other expenses are below year to date budget by 15% (\$36,439) at 31 March 2019 predominately due to a timing difference in the payment of audit fees. These are anticipated to be fully met by 30 June 2019.

BALANCE SHEET

West Wimmera Shire Council

Balance Sheet

As At 31 March 2019

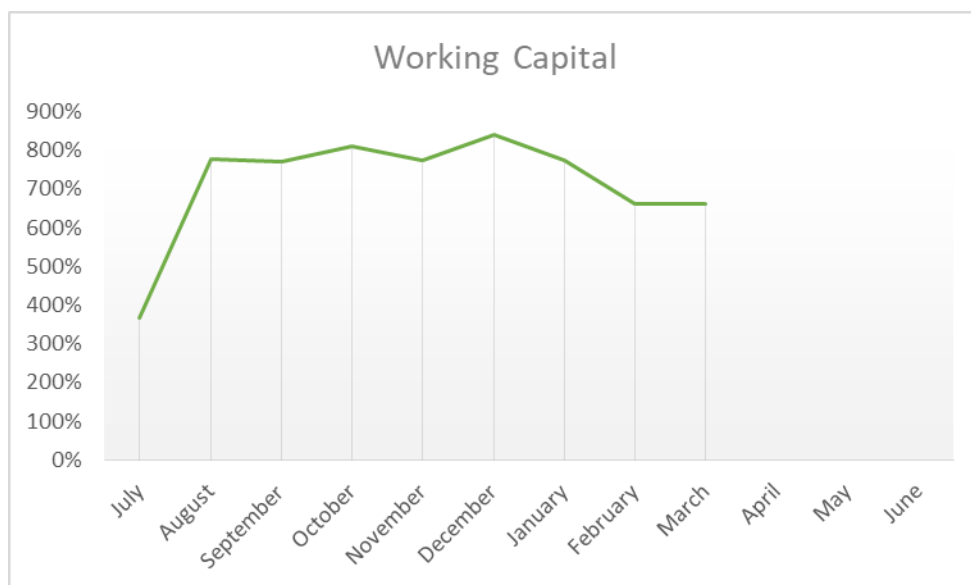
	\$	\$	\$
	As At 31 Mar 2019	As At 31 Mar 2018	As At 30 Jun 2018
ASSETS			
Current Assets			
Cash & Investments	13,464,224	10,186,343	11,637,796
Rate Debtors	603,372	687,645	194,181
Sundry Debtors	611,857	804,158	389,456
Other Financial Assets	10,716	23,464	78,572
Inventories	230,877	325,693	252,000
Current Assets Total	14,921,047	12,027,303	12,552,005
Non Current Assets			
Investments in Associates	430,460	411,547	430,460
Other Non-Current Assets	180,000	5,000	180,000
Property, Infrastructure, Plant & Equipment	220,311,841	165,083,858	220,717,301
Non Current Assets Total	220,922,301	165,500,405	221,327,761
TOTAL ASSETS	235,843,347	177,527,708	233,879,766
LIABILITIES			
Current Liabilities			
Trade & Other Payables	531,379	121,319	2,407,966
Trust Funds & Deposits	24,319	26,315	31,702
Provisions	1,701,026	1,707,695	2,112,474
Loans & Borrowings	0	33,205	33,641
Current Liabilities Total	2,256,724	1,888,533	4,585,783
Non Current Liabilities			
Provisions	592,215	482,530	309,426
Loans & Borrowings	0	33,641	0
Non Current Liabilities Total	592,215	516,171	309,426
TOTAL LIABILITIES	2,848,938	2,404,704	4,895,209
NET ASSETS	232,994,409	175,123,004	228,984,557
EQUITY			
Accumulated Surplus	38,503,728	37,488,111	34,475,917
Reserves	194,490,681	137,634,893	194,508,640
TOTAL EQUITY	232,994,409	175,123,004	228,984,557

CASH AND INVESTMENTS



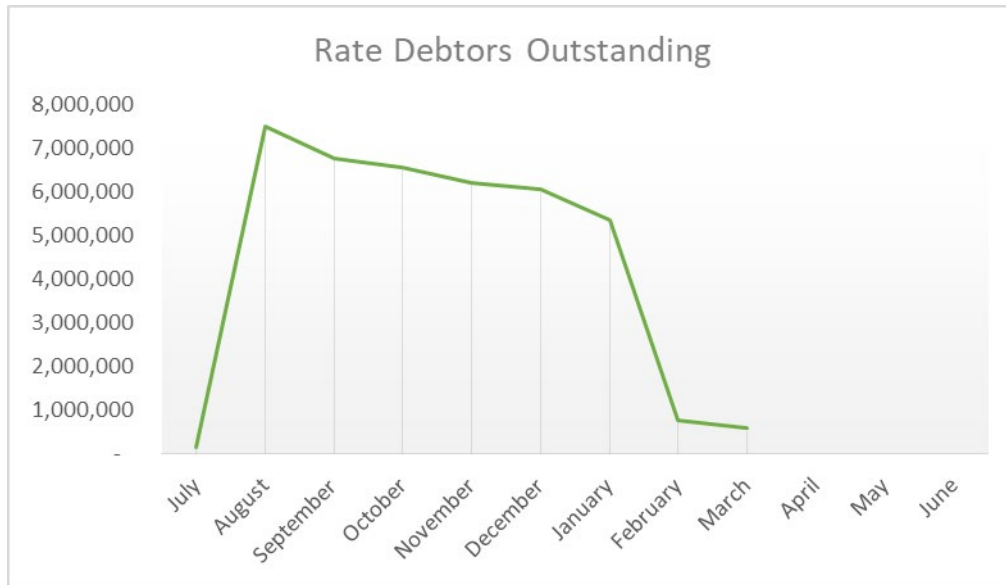
As at 31 March Council was holding a total of \$13.82 million in cash and investments. This represents the receipt of approximately \$4.7 million of rate payments during February and March.

WORKING CAPITAL



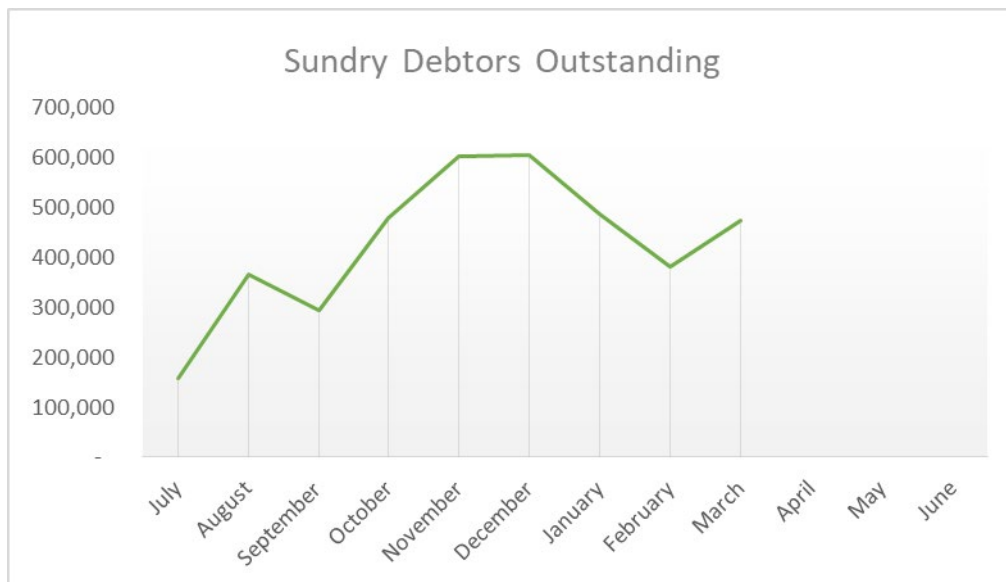
Council continues to hold a strong working capital level, with current assets at 661% of current liabilities as at 31 March 2019.

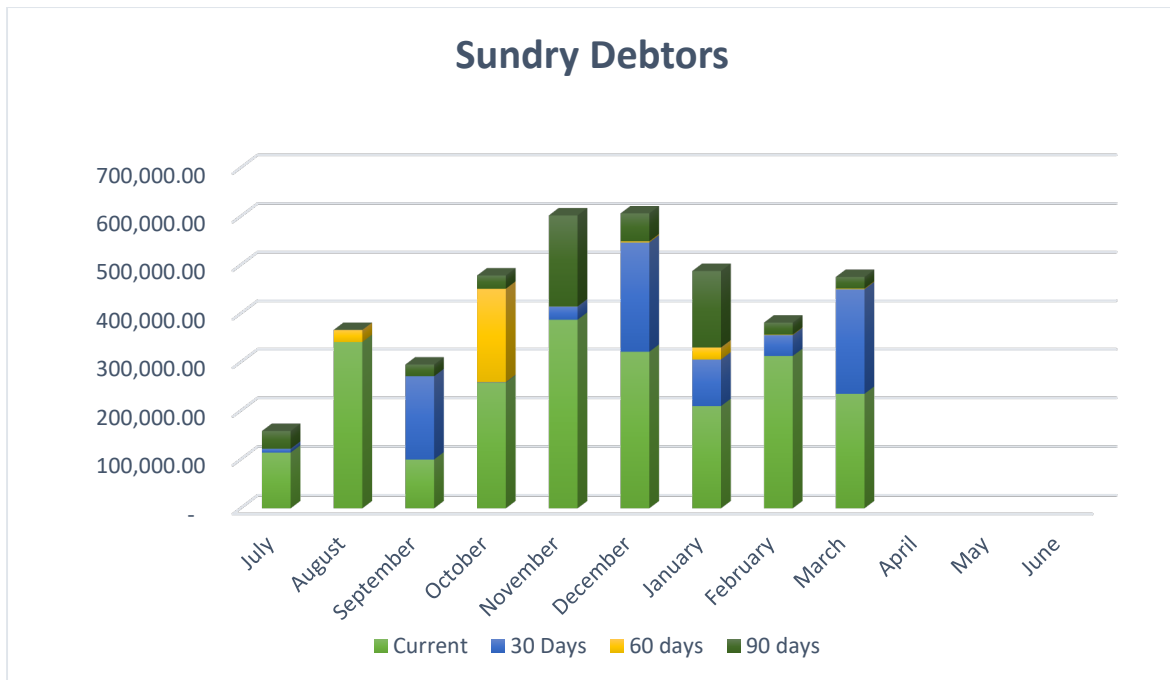
RATE DEBTORS



Council raised \$7.4 million in rates and charges in August, with approximately 65% of Council's ratepayers opting not to pay through the instalment option – for these ratepayers 100% of their rates are due by the end of February 2019. Council receipted approximately \$4.7 million in rates payments over February and March.

SUNDRY DEBTORS





Sundry Debtors are remaining relatively steady over recent months, with major debtors being actively pursued.

OPERATING ACCOUNTS BY ACTIVITY

The following table shows Council's operating accounts listed by activity. The accounts are showing at total level, with revenue and expenses combined to give an overall result for each activity.

Variances are calculated as YTD actuals less the YTD current budget, with % variances being YTD Actual / YTD budget.

Notes and cautions are raised where the variances exceed 10% and \$20,000, or where the \$ variance is greater than \$100,000.

West Wimmera Shire Council Operating Accounts by Activity Mar-19

Activity	YTD Actuals	Annual Original Budget	YTD Current Budget	YTD Variance	YTD % Variance	Note	Status
Aerodrome	7,406	9,480	4,905	2,501	51%		
Aged and Disability Care Services	-6,757	-4,354	-89,776	83,019	-92%	1	
Arts and Culture	20,210	29,400	21,479	-1,269	-6%		
Building	76,241	107,356	80,413	-4,172	-5%		
Buildings and Property	-403,855	-598,116	-245,081	-158,774	65%	2	
Business and Economic Development	173,722	319,053	234,857	-61,135	-26%	3	
CEO Office	408,149	569,277	424,483	-16,334	-4%		
Children Youth and Family Services	46,567	195,669	159,322	-112,755	-71%	4	
Community Transport	-5,416	-8,500	-6,372	956	-15%		
Customer Service	317,449	436,138	325,074	-7,625	-2%		
Depot Operations	-901,712	-951,330	-691,769	-209,943	30%	5	
Elected Members	131,896	283,852	213,108	-81,212	-38%	6	
Finance	-1,051,864	-2,590,721	-1,011,811	-40,053	4%		
Fire Prevention and Emergency Services	-3,762,657	-328,597	-3,890,013	127,356	-3%		
Governance	-7,053	14,200	30,898	-37,951	-123%	7	
Human Resources	39,812	40,000	29,997	9,815	33%		
Information Technology	248,398	387,066	289,013	-40,615	-14%	8	
Libraries	124,809	168,179	126,508	-1,699	-1%		
Manager Community Services Office	44,839	59,191	43,499	1,340	3%		
Manager Corporate Service Office	337,467	536,525	409,755	-72,288	-18%	9	
Manager Engineering Office	1,665,779	8,400,795	6,304,229	-4,638,450	-74%	10	
Parks and Reserves	102,666	454,410	338,753	-236,087	-70%	11	
Planning	140,586	245,081	179,018	-38,432	-21%	12	
Plant Operations	-495,688	-85,377	-79,446	-416,242	524%	13	
Private Works	-76,643		-77,354	711	100%		
Public Health	29,683	61,933	40,874	-11,191	-27%	14	
Public Relations and Marketing	37,775	86,020	77,305	-39,530	-51%	15	
Quarry Operations	60,349	10,200	10,100	50,249	498%	16	
Rates	-6,938,977	-6,781,631	-6,831,523	-107,454	2%		
Records Management	97,787	99,917	74,116	23,671	32%		
Recreation Sport Leisure	216,685	256,805	234,718	-18,033	-8%		
Regulatory Services	60,563	74,956	68,023	-7,460	-11%		
Roads Bridges Footpaths	-623,167	-1,860,878	-709,479	86,312	-12%	17	
Sanitation	191,583	244,678	184,171	7,412	4%		
Sport and Recreation Facilities	24,840	36,195	26,926	-2,086	-8%		
Stormwater Drainage	29,285	69,995	52,112	-22,827	-44%	18	
Street Lighting	18,255	22,500	14,990	3,265	22%		
Tourism and Events	23,604	81,350	62,975	-39,371	-63%	19	
Traffic Management	9,196	4,258	1,008	8,188	812%		
Waste Management	-41,847	157,004	-21,577	-20,270	94%	20	
	-9,630,034	251,979	-3,591,572	-6,038,462	168.1%		

Operating Accounts by Activity – Variance Notes		
December 2018		
1.	Aged and Disability Care Services	The variance of \$83K in Aged and Disability Care Services is due to the personal care income is lower to date than anticipated, due to a reduction in demanded hours.
2.	Buildings & Property	The favourable variance of \$159K is associated with grant funding for the Kaniva Hall being received sooner than budgeted plus delayed expenditure. Anticipated expenditure for major projects are now underway.
3.	Business & Economic Development	Business and Economic Development shows a continued variance of \$61K year to date budget. This is a combination of lower than budgeted expense in Economic Development (Employee costs are higher than budgeted, but offset by lower than budgeted Project Expenses) and Community Planning (Employee costs), which has been offset by higher than budgeted maintenance expense in Caravan Park Operations.
4.	Children Youth & Family Services	The favourable variance of \$113K in Children, Youth and Family Services is largely attributable to higher than budget YTD income for both Enhanced Maternal & Infant services and Pre-school revenue. Freeza income is again higher than budget at the March quarter, however, this is partially offset by higher than budgeted expenditure.
5.	Depot Operations	The favourable variance of \$210K in Depot Operations is associated with higher than budgeted labour overhead recovery again in the March quarter.
6.	Elected Members	The Elected Members variance of \$81K is a result of the expenditure budget being higher than the actuals to date. The depreciation forecast is yet to have any actuals against this line item and the under expenditure of grants/donations for this quarter.
7.	Governance	Council had no budget line for the income from Department of Health and Human Services for Disaster Support and Recovery project which was received in February 2019 hence a \$38K variance.
8.	Information Technology	Information Technology has a favourable variance of \$41K to the year to date budget due to computer/IT costs being lower than the anticipated budget for the March quarter and no expenditure from the GIS budget.
9.	Manager Corporate Service Office	A variance of \$72K in the Manager Corporate Service Office with an under expenditure for Non-Council Community Projects against the budget such as the Harrow Recreation Reserve Upgrade attributing to this difference.
10.	Manager Engineering Office	A YTD variance of \$4,638K in the Manager Engineering Office is a slight expenditure increase in Community Events compared to the YTD

		current budget and the depreciation YTD budget is yet to have any actuals reported.
11.	Parks and Reserves	Parks and Reserves indicates a \$236K difference with this being the Kaniva Cultural and Tourism Precinct Project having no YTD income budget with actual grant monies received against steady expenditure.
12.	Planning	A variance of \$38K in Town Planning statutory fees and charges YTD income actuals more than the YTD budget. This is offset with an increase in Town Planning administration employee costs against the budget which was clearly understated.
13.	Plant Operations	The variance of \$416K is predominantly associated with internal charges. Should projects be delayed or rescheduled, this can impact the internal charges. Another factor is the depreciation YTD actuals being zero against the budget which is a timing difference.
14.	Public Health	Public Health has a favourable variance of \$11K, which is again due to Pest and Weed Control having both a higher than budgeted YTD income and lower than budget expense. This is partially offset by higher than budgeted expense (\$67K actual / \$44K budget) in Health Administration & Inspection employee costs and higher than budgeted expense (\$24K actual / \$10K budget) for contractors.
15.	Public Relations and Marketing	Public Relations and Marketing has a \$40K variance with community grants/donations, community programs and events (\$15K actual / \$45K budget), with this to be expended by the next quarter.
16.	Quarry Operations	Quarry Operations is unfavourable to budget by \$50K as a result of higher than anticipated expenditure for this time of the year. Crushed limestone stock has been purchased earlier than anticipated in readiness for the upcoming road maintenance season, creating timing differences with the budget.
17.	Roads Bridges Footpaths	The variance of \$86K in Roads, Bridges and Footpaths is a combination of the timing of the revenue received, including that of VicRoads reimbursements. The scheduling of roadworks expenses is also impacting the variance at this point in time. It is expected that as the year progresses, actual expenditure will align with forecast budgets in the next quarter.
18.	Stormwater Drainage	Stormwater Drainage has a variance of \$23K with a few different factors such as an under expenditure for contractors, employee costs and materials in comparison to the YTD budget with works to be completed in the last quarter of the financial year.
19.	Tourism and Events	Tourism and Events shows a favourable variance of \$39K due to Tourism Operations once again having a YTD underspend in Professional Services.

20	Waste Management	Waste Management shows a \$20K variance favourable to budget. The majority of this relates to Waste Management Operations which has a YTD underspend in Kerbside Collections, partially offset by unbudgeted Professional Services expenditure of \$16K due to unforeseen asbestos removal and higher than budgeted income for scrap metals.
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CAPITAL WORKS

A summary of Council's capital works as at 30 September 2018 is presented. The information below is as presented in the audited year-end financial statements. As with the operating statement, variances are calculated as YTD actuals less the YTD current budget, with % variances being YTD Actual / YTD budget.

Notes and cautions are raised where the variances exceed 10% and \$20,000, or where the \$ variance is greater than \$100,000

West Wimmera Shire Council

Capital Works

As at 31 March 2019

Program	YTD Actuals	Annual Original Budget	Annual Current Budget	YTD Current Budget	YTD Variance\$	YTD Variance %	Note
Roads	3,463,983.66	6,107,725.00	7,121,725.00	4,285,997.00	-822,013.34	-19%	1
Kerb & Gutter	69,911.94	90,000.00	169,180.00	45,000.00	24,911.94	55%	2
Bridges	390,990.23	676,137.00	776,405.00	338,070.00	52,920.23	16%	3
Footpaths	98,566.46	120,000.00	167,259.00	60,002.00	38,564.46	64%	4
Buildings	256,464.42	1,280,340.00	2,688,425.00	640,180.00	-383,715.58	-60%	5
Plant	375,324.26	744,000.00	957,751.00	372,000.00	3,324.26	1%	
Furniture & Equipment	15,199.87	25,000.00	25,000.00	18,750.00	-3,550.13	-19%	
Parks, Gardens, Other	528,479.74	13,000.00	862,562.00	6,500.00	521,979.74	8030%	6
	5,198,920.58	9,056,202.00	12,768,307.00	5,766,499.00	-567,578.42	-11%	

Capital Works - Variance Notes		
1.	Roads	Works have commenced later than anticipated for the reseal program, also for Kaniva Wetlands road construction and Apsley Natimuk Road construction.
2.	Kerb and Gutter	Timing differences with the commencement of Kerb and Gutter work and the budgeted expenditure has resulted in the current variance.
3.	Bridges	Commencement on the Kadnook Connewirricoo Rd Bridge has commenced later than anticipated when the budget was completed. Laidlaw Ave culvert works have been delayed.
4.	Footpaths	Commencement of the High Street Kaniva footpath construction (Yarrook to Paterson St) commenced and nearing completion ahead of schedule.
5.	Buildings	Timing differences with the commencement of Building work and the budgeted expenditure has resulted in the current variance. A number of large projects have either not yet commenced or are in the early stages,

		such as the Edenhope Hall, Kaniva Hall, Lake Wallace retaining wall and the Johnny Mullugh Centre.
6.	Parks, Gardens, Other	The bulk of works in this category are associated with the Kaniva Wetlands project, which is currently underway.