



# Welcome

Moorabool Shire Council's 2016-17 Annual Report reflects Council's performance during the year against the goals set in the Council Plan 2013-2017.

This report is intended as a point of reference for Council, residents and businesses in the Shire, community organisations and government departments.

The Council Plan 2013-2017 is structured under three Key Result Areas (KRAs):

- Representation and leadership in our community
- Community wellbeing
- Enhanced infrastructure and natural and built environment

Detailed explanations of the KRAs can be found in section three of this Annual Report.

## Council's purpose

### OUR VISION:

Viable and vibrant communities with unique identities.

### OUR MISSION:

Working with our people to deliver valued outcomes that improve community wellbeing and are economically responsible.

### OUR VALUES:

**Respect** – Treat others the way you want to be treated

**Integrity** – Do what is right

**Practicality** – Always be part of the solution

**Excellence** – Continually improve the way we do business

**Equity** – Fair distribution of resources

This Annual Report can be viewed online at [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au) or can be obtained from all Council offices.



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## Mayor's Message

This report for 2016/17 spans the election of a new Council in October 2016. I welcome Crs Jarrod Bingham and John Keogh and congratulate the continuing Councillors Dudzik, Tatchell, Toohey and Sullivan. This is my first year as Mayor.

The new Council has settled in and has prepared a new Council Plan 2017-2021 and finalised the Annual Budget.

I am proud to present this annual report on the activities of the Moorabool Shire Council for the past year.

The completion of significant capital works to provide for our communities to 2041 is particularly pleasing given that I was part of the community consultation on the strategies that underpin the projects. The Small Towns Strategy, Bacchus Marsh Transport Strategy and Early Years Strategies have been well received by Government, and through our advocacy we have seen the completion of the Darley Early Years Hub and Sports Pavilion, commencement of the Halletts Way/O'Leary Way Link, improvements at several recreation reserves and road improvements and safety upgrades to a large number of our roads.

The floods in some parts of the Shire in November 2016 again showed the resilience of our communities. The repair bill was around \$1.6 million and works have now been completed.

The new Council Plan includes the vision of vibrant and resilient communities with unique identities. As I travel around the Shire as your Mayor I can attest to the fact that our communities are moving forward strongly and that our efforts as a Council are making a difference.

Cr David Edwards, Mayor



## CEO'S Message

This annual report sets out our key achievements for the past year. I would like to thank the outgoing Mayor Cr Allan Comrie who was not returned at the last election and congratulate the incoming Mayor Cr David Edwards.

Our record on infrastructure works continues with 85% of works completed and within budget. Of significance was the work carried out to advance the Halletts Way/O'Leary Way Western Link that will assist in relieving traffic in Bacchus Marsh when opened to traffic

in September. The Mayor has made mention of other capital projects.

Our land use planning via the Small Towns Strategy and Bacchus Marsh Framework Planning continues. Our partnership with the Victorian Planning Authority and our leadership role on the Peri Urban Group of Councils has been instrumental in driving outcomes for our rapidly growing communities.

Illness and key staff resignations saw only 53% of the projects listed in the Council Plan completed. The outstanding projects will be completed in the first few months of 2017/18 along with a heavy workload in the year ahead. I am confident we can achieve the target of 90% for next year.

The operating result for 2016/17 saw a surplus of \$14.82 million however allowing for grants in advance, carry forward projects and non-cash contributions the

underlying surplus was around \$0.6 million which was in line with expectations.

Our capital program was the largest ever at \$22.6 million following the investment of key strategic projects that were largely front end funded by Council.

Net assets also increased from \$458 million to \$473 million representing the investment in infrastructure projects and the surplus result.

More details of our finances and measures for comparison against other Councils are set out from page 61.

Rate capping and the need for investment in our communities and infrastructure to match a population that will double to 2041 in Bacchus Marsh alone means that our service reviews and business excellence program will need to continue to find efficiencies and innovative ways of delivering.

I trust that you will enjoy the report of the year to June 2017.

Rob Croxford, CEO



# Year in Review

Moorabool Shire Council is celebrating the completion of two major infrastructure achievements in 2016/17.

Our Darley Early Years and Civic Hub was a massive project with great results. The project involved a \$4.5 million Early Years Hub to replace the old Lerderberg Children's Centre. The facility opened in January 2017 and houses 3 and 4 year old kindergarten programs, playgroups, Maternal and Child Health services, a toy library, occasional care programs and gardens. The Darley Civic Hub Multipurpose Pavilion, also opened in 2017, provides a sport and community facility, with change-rooms, a kitchen/kiosk, multipurpose community space and storage. Both buildings have been very well-received by the community and will be terrific assets for the growing community to house increased numbers of kindergarten children and those participating in sport.

The second big project of the year was the Halletts Way southern extension, which was completed in June 2017. This project provided a road extension from Bacchus Marsh Road over the Werribee River to West Maddingley Estate, providing much greater access to town for the growing population in West Maddingley. The project included a 1.4km road extension and dual lane bridge over the river, a roundabout, flood and drainage works and street lighting. An official opening of the new road occurred mid year.

## Other Highlights of the Year

**July, August, September**

### SMALL TOWNS

Council prepared its Small Towns and Settlements Strategy, which contained recommendations for Balliang, Balliang East, Barkstead, Blackwood, Bungaree, Clarendon, Dales Creek, Dunnstown, Elaine, Greendale, Korweinguboora / Spargo Creek, Lal Lal, Mount Egerton, Myrniong, Wallace and Yendon. Council sought the community's input into infrastructure and services for these towns. Many of the good ideas received formed the strategy.



### HOUSING STRATEGY

Council passed its Housing Strategy in August, a key document focused on orderly growth of Bacchus Marsh. There are several key objectives in the Strategy, including:

- Providing an integrated body of work which captures the key aspects of housing supply and demand for Bacchus Marsh.
- Identifying housing stock diversity targets and how these targets can be achieved.
- Providing a clear direction and policy guidance to enable orderly growth, managed change and retention of key elements of character including neighbourhood character mapping and character precinct brochures.
- Developing a strategy for residential growth that considers the specific pressures for housing in Bacchus Marsh and the desire to support investment and access to key activity centres throughout the settlement.
- Providing a basis for Council to develop a clear vision on housing issues across Bacchus Marsh and thus:
  - Update the planning scheme as appropriate to reflect that vision and strategic directions – zones, schedules, overlays.
  - Have a clear perspective on the likely issues of affordability and emergency care needs and establish key directions for future assessments and strategy development in these areas.

### RECREATION FACILITIES FRAMEWORK

Council adopted a new Recreation Facilities Framework in August as a new approach to managing recreation facilities throughout the Shire.

Five policies were adopted by Council within the Recreation Reserve Management Framework:

1. **Community Facilities Funding Policy** – defines Council's role in supporting the management of community facilities and the provision of annual operating funding.
2. **Appointment and Delegations Policy** – clarifies the roles of the Committees of Management, their powers and responsibilities, processes and Council support for the delegated committees under Section 86 of the Local Government Act.
3. **User Fees and Charges Policy** – simplifies the fees and charges applied to recreation reserves. Applies a consistent and fair model for fees and charges across all the Council owned reserves. To be implemented over three years.

4. **Recreation Facility Lease and Licence Occupancy Policy** – provides greater certainty of use to user groups and Council. The policy contains three types of usage agreements: leases, licences and casual use, which enable usage agreements to be tailored around the requirements of the user.
5. **Capital Works Contribution Policy** – defines Council’s provision of funding for capital works and enables clubs to identify projects for self-funding and co-funding. The policy sets a 15 to 20 year plan for investment into the recreation reserves.

#### LITERACY TRAIL

Moorabool held its 10th and final Literacy Trail in September – an award-winning event with street performers, book characters, story-tellers, shows and fun for children in school and pre-school.



Bacchus Marsh’s Main Street was transformed into a literary wonderland with local businesses, emergency services, local government, welfare, education services and community groups on board to help spread the literacy message.

Due to funding changes at the State Government level, the Best Start funded program will not continue into 2017, but everyone made sure the final hoorah was an event to remember.

#### AWARD CELEBRATIONS

Council celebrated exciting news in September that its Active Ageing team had won a Statewide award, while its Early Years team was a finalist in another State award.

Council’s Aged Care team won an award at the Local Government Professionals Aged & Disability Services Awards in the category “Outstanding Program/Project Award (grant based) for its Magical Respite Program.

The Magical Respite Program was a pilot project between a group of dementia sufferers from the Active Ageing & Community Access Planned Activity Group and children, parents and grandparents who attend the Early Years Imagination Magic program.

The Early Years team was a finalist in the Victorian Early Years Awards for work it had done with Ballan Primary School.

Council worked in partnership with Ballan Primary School on a program titled From little things big things grow, especially in rural communities. The program was recognised in the Early Years Award Category: “Creating collaborative community partnerships”.

#### October, November, December

#### GREENWASTE READY TO COMMENCE

After extensive community consultation, Council voted to commence a kerbside greenwaste service to urban areas of the Shire, and awarded a contractor to deliver the service. Local company KG Koy and Sons Pty Ltd were awarded the contract and plans were put in place for the service to start in January 2017.

#### FLOODS LEAVE DAMAGE BILL

Floods affected large areas of Moorabool in November, leaving Council with a large clean-up bill.

Council had to attend and clean up 60 locations where trees or limbs had fallen and 200 locations where damage to roads had occurred.

The severe rainfall, particularly in the western end of the Shire, resulted in flash flooding, which caused extensive damage to local roads, trees, community infrastructure, homes and the natural environment. Some areas were inundated several times, causing repeated damage.

The community was impacted by a number of road closures, and emergency assistance was provided to some residents.

Council successfully applied for financial assistance through the State Government’s Natural Disaster Assistance \$1.6 million program to help fund the restoration in flood affected areas.

#### SCOTSBURN RECOVERY AWARD

In December, the Scotsburn Community Recovery Committee, supported by Moorabool Shire Council staff, won a Fire Awareness Award for Strengthening Communities after the Scotsburn Fires.

Emergency Management Victoria and RACV Fire Awareness Awards - Recovery Award – recognised an innovative project that helped people or the environment recover from a fire.

The recovery effort following the December 2015 Scotsburn fire has been very involved and extensive. The fire burnt 4,674 hectares of land and destroyed 12 homes and 75 outbuildings in the Scotsburn, Clarendon and Elaine areas. Recovery is still ongoing. A Community

Recovery Committee consisting of affected residents, hall committee representatives, Council staff, agency representatives, and residents from the broader fire affected communities, have worked tirelessly and this award was deserved recognition for hard work and dedication.

### January, February, March

#### GREENWASTE SERVICE STARTS

Council had more than 100 residents in urban areas signed up to its new greenwaste service when it commenced in mid-January.

Residents signing up to the service continued to grow up until the end of the 2016/17 financial year. Council will look at the option of extending the service to other parts of the Shire.

#### URBAN GROWTH FRAMEWORK

Council held several workshops to get a conversation started about the residential and employment growth of Bacchus Marsh.

The Urban Growth Framework was developed to identify potential future land uses and guide where future planning should occur beyond 2041.

### April, May, June

#### DARLEY EARLY YEARS HUB AWARD

Council had extra reason to be proud of its new Darley Early Years Hub facility, after it won an award at the 2017 Institute of Public Works Engineering Australasia (IPWEA) Award in the category of **Capital Project Award (above \$2M value)**.

One of the features that set the facility apart from others was the focus on natural play spaces, including market gardens, waterways, edible gardens, rocks and mud, all of which make for a great learning play space for children.

#### ENVIRONMENT STRATEGY ADOPTED

The Moorabool Sustainable Environment Strategy 2016-26 was adopted by Council in April 2017. The key aim of the strategy was to provide an outline and direction for Council's role in ensuring that there are healthy ecosystems, productive landscapes and sustainable communities now and in the future as well as the capacity to adapt to future environmental challenges.

To assist Council in delivering on this, a five year implementation plan was developed. This plan provides the specific actions that will be undertaken by Council to assist in creating a better environment for future generations.

Key projects include:

- Assessments of environmental values on Council managed reserves and roadsides.
- Continued implementation of weed and rabbit control programs.

- Development of a Street Tree Strategy.
- Installation of LED street lights.
- Investigating options to reduce energy consumption across Council buildings.
- Continued support of Landcare and local environment groups.

#### ROAD MANAGEMENT PLAN

Moorabool Shire residents were given an opportunity in April to make a submission to Council's Draft Road Management Plan (RMP) 2017-21.

The RMP provides road users with an overview of Council's road management policy and maintenance procedures.

Specifically, the plan defines:

- The road assets which Council maintains on behalf of the community.
- The responsibilities of Council in relation to management of road assets.
- Standards of performance in relation to the condition of road assets which Council can afford.
- Policies and procedures in relation to the ongoing risk inspection of road assets.
- Intervention levels and associated response times for Council to address road asset defects identified in its risk inspections.

Council maintains a road network of more than 1,440km of sealed and unsealed roads. Council's road assets (including roads and paths), collectively have a current replacement value of more than \$321 million.



Mayor Cr David Edwards celebrating our new greenwaste service.

**2016/17 CAPITAL IMPROVEMENT PROGRAM**

The 2016/17 Capital Improvement Program (CIP) included \$16 million of improvements to Council's infrastructure throughout the municipality.

Under the CIP, the Sealed Roads Program included the rehabilitation of road pavements and seals to maintain the condition of the overall network. Improvements included rehabilitation of existing pavement, drainage upgrades, safety improvements and resurfacing. A budget of \$10.51 million provided for 14.59km of road reconstruction and 26.5km of resurfacing which improved the condition and safety for road users.

The Unsealed Roads Program included rehabilitation of Council's gravel roads and shoulders, the placement of gravel, improvements to drainage, installation of culverts and tree trimming. Of the total unsealed road network of 560km, the 2016/17 program saw 23.05km of gravel road resheeting and 6.40km of unsealed shoulder resheeting works. These works have contributed towards improved conditions and safety for road users.

This means Council provided some form of treatment to a total of 70.52km (4.9%) of Moorabool Shire Council's 1440km road network, in the 2016/17 financial year.

Council delivered extensive pathway upgrades, kerb and channel network improvements and a bridge and culvert upgrade program. The completion of these projects have contributed towards improved conditions for all road users, pedestrians and the wider community.

A range of improvements and upgrades also occurred to community land and buildings, including the construction of the Lal Lal Anzac Memorial Park project in time for the 2017 Anzac Day celebrations, the installation of pathway lighting within Maddingley Park, kitchen facility upgrades to both the Ballan and Gordon Recreation Reserves, netball lighting upgrades at the Dunnstown Recreation Reserve, toilet facility upgrades to both the Mt. Wallace Hall and Wallace Recreation Reserve, and change room refurbishment works at Maddingley Park. The completion of these projects provided many benefits to the community including better functionality and improvements to health and safety and a greater opportunity to use recreation facilities.

Detailed CIP information is detailed as an Appendix in this publication.



Dunnstown Recreation Reserve lighting



Lal Lal ANZAC Memorial

# Snapshot of Moorabool

**Moorabool Shire is a fast growing semi-rural municipality nestled between Melbourne, Geelong and Ballarat. It offers residents picturesque and friendly surrounds with the vibrancy of an active, growing community.**

The Shire's landscape provides an array of living options. Residents can enjoy an urban lifestyle in towns like Bacchus Marsh (45km west of the Melbourne CBD) and Ballan (70km west of the Melbourne CBD) or take advantage of Moorabool's small towns and hamlets, rural open spaces and natural surrounds.



Moorabool is made up of 64 localities, hamlets and towns. About three quarters of the Shire is water catchments, state forests and national parks. Moorabool boasts breathtaking landscapes, national parks, forests, gorges, mineral springs and tourism attractions. Key attractions include the Wombat State Forest, Brisbane Ranges National Park, Lerderderg State Park, Werribee Gorge State Park and the Bacchus Marsh Avenue of Honour.

Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide.

Moorabool's eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary. The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong.



Bacchus Marsh is equi-distant to Melbourne and Avalon airports and close to the sea ports of Geelong and Melbourne.

## Traditional owners

We acknowledge the Indigenous history of Moorabool Shire. The land was traditionally occupied by and connected to a number of Aboriginal communities, most notably the Wathaurung Tribe in the south and west, the Wurundjeri Tribe in the east, and the Dja Dja Wurrung Tribe in the Northern Ranges.

## Our population

Moorabool Shire is a popular tree change destination, growing as fast as any other local government area in inland regional Victoria.

The official population of Moorabool Shire in 2015 was 31,737. More than half the population lives in Bacchus Marsh and surrounds (18,247). The Shire's second largest population can be found in and around Ballan (2,985). The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire. The majority of people who relocate to Moorabool Shire are young families seeking a semi-rural lifestyle. Moorabool's demographic reflects this trend.

## POPULATION GROWTH

When considering future growth of Moorabool Shire, Council has identified three key residential locations where the majority of that growth will occur. These locations – Bacchus Marsh, Ballan and Gordon – already have established infrastructure to accommodate new growth. As part of the Moorabool 2041 (Small Towns and Clusters Settlement Strategy) framework, Council is also consulting with other settlements such as Wallace and Bungaree in reference to the growth opportunities.

The population of the Shire is estimated to increase by 72% between 2015 and 2041 to 54,418. The majority of growth during this period will come from the new estates in Maddingley which are forecast to increase by over 174% during this same period.

## Our business

### BUSINESS PROFILE

Traditional economic drivers such as agriculture, timber, wool and beef production and mineral, stone and water extraction remain extremely important to Moorabool's economy.

Residential growth, construction, retail and service industries, light manufacturing and tourism are emerging factors of growth.

The Shire's growing population provides tremendous opportunities for business growth and investment. The excellent services we provide, and those planned for the future, will see Moorabool become an even more attractive prospect.

# Councillors

The current Moorabool Shire was established in 1994 following an Order of Parliament under the Victorian Local Government Act to amalgamate the shires.

Moorabool Shire is divided into four Council wards. East Moorabool is represented by four Councillors; Central, Woodlands and West Moorabool are each represented by one Councillor.

They are elected by the community for a four-year term and are responsible for setting the overall strategic direction of Council and overseeing the performance of the organisation on behalf of the community.

Councillors attend Ordinary Meetings of Council on the first Wednesday of every month and make decisions on the items listed in the Council Meeting Agenda. Where required, they also attend Special Meetings of Council to make decisions on important issues in-between times.



EAST MOORABOOL WARD

**Cr David Edwards**

**MAYOR**

Phone: 0435 326 370

Email: [dedwards@moorabool.vic.gov.au](mailto:dedwards@moorabool.vic.gov.au)

Councillor 2012-current.



EAST MOORABOOL WARD

**Cr Tonia Dudzik**  
**DEPUTY MAYOR**

Phone 0407 014 489

Email: [tdudzik@moorabool.vic.gov.au](mailto:tdudzik@moorabool.vic.gov.au)

Councillor 2012-current.



CENTRAL MOORABOOL WARD

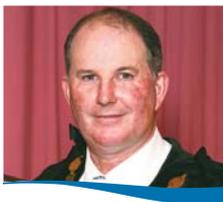
**Cr Paul Tatchell**

Phone: 0407 108 025

Email: [ptatchell@moorabool.vic.gov.au](mailto:ptatchell@moorabool.vic.gov.au)

Councillor 2012-current.

Mayor 2013-2014.



WOODLANDS WARD

**Cr Pat Toohey**

Phone: 0439 009 677 or 5334 0648

Email: [ptoohey@moorabool.vic.gov.au](mailto:ptoohey@moorabool.vic.gov.au)

Councillor 2004-current.

Mayor 2009 and 2012.



WEST MOORABOOL WARD

**Cr Tom Sullivan**

Phone: 0418 323 221

Email: [tsullivan@moorabool.vic.gov.au](mailto:tsullivan@moorabool.vic.gov.au)

Councillor 1996-current.

Mayor 1998-1999.



EAST MOORABOOL WARD

**Cr Jarrod Bingham**

Phone: 0429 392 308

Email: [jbingham@moorabool.vic.gov.au](mailto:jbingham@moorabool.vic.gov.au)

Councillor 2016-current.



EAST MOORABOOL WARD

**Cr John Keogh**

Phone: 0437 188 261

Email: [jkeogh@moorabool.vic.gov.au](mailto:jkeogh@moorabool.vic.gov.au)

Councillor 2016-current.



## Part Two: Our Council





# Organisational Structure

Council appoints a Chief Executive Officer (CEO) who is accountable for the day to day management of operations in accordance with the strategic directions of the Council Plan. Three General Managers and the CEO form the Executive team responsible for the overall leadership of the organisation. Details of the CEO and General Managers reporting directly to the CEO are set out below.

## Chief Executive Officer

**Rob Croxford**

### General Manager Growth & Development

**Satwinder Sandhu**

Areas of responsibility:

- Statutory Planning & Community Safety
- Strategic Planning & Development
- Information & Communication Technology
- Emergency Management

### General Manager Infrastructure

**Phil Jeffrey**

Areas of responsibility:

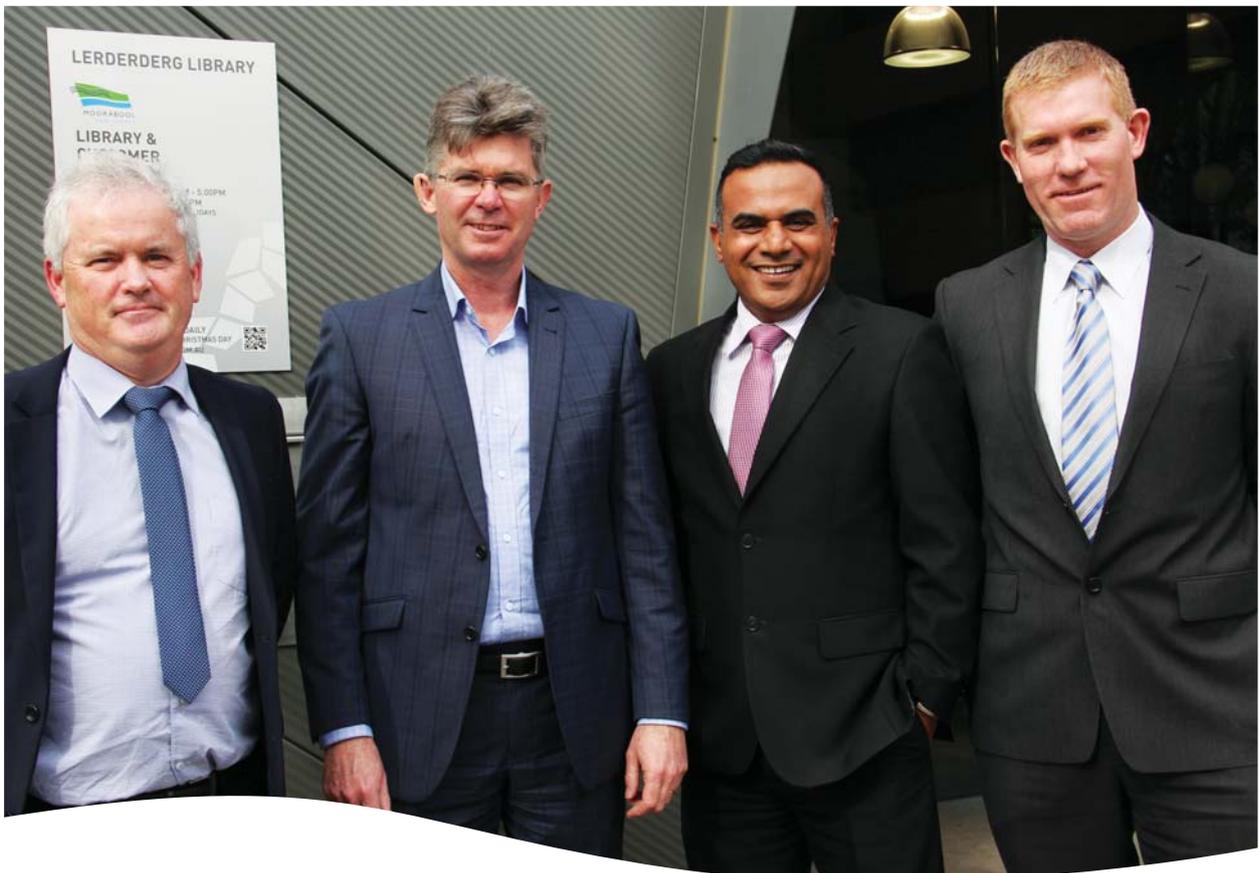
- Engineering Services
- Asset Management
- Operations
- Finance

### General Manager Social & Organisational Development

**Danny Colgan**

Areas of responsibility:

- Active Ageing & Community Access
- Community & Recreation Development
- Child, Youth & Family
- Governance & Organisational Development



# Organisational Chart

## Chief Executive Officer

**Robert Croxford**

**General Manager**  
Growth & Development

**Satwinder Sandhu**

**Manager**  
Statutory Planning  
& Community Safety

**Rob Fillisch**

**Manager**  
Strategic Planning  
& Development

**Andrew Goodsell**

**Manager**  
Information, Communication  
& Technology

**Chris Parkinson**

**Chief Emergency Officer**  
Emergency Management

**Cherie Graham**

**General Manager**  
Infrastructure

**Phil Jeffrey**

**Manager**  
Engineering

**Sam Romaszko**

**Manager**  
Asset Management

**John Miller**

**Manager**  
Operations

**Vacant**

**Manager**  
Finance

**Steve Ivelja**

**General Manager**  
Social & Organisational  
Development

**Danny Colgan**

**Manager**  
Active Ageing &  
Community Access

**Claire Conlon**

**Manager**  
Community & Recreation  
Development

**Ian Waugh**

**Manager**  
Child, Youth & Family

**Sharon McArthur**

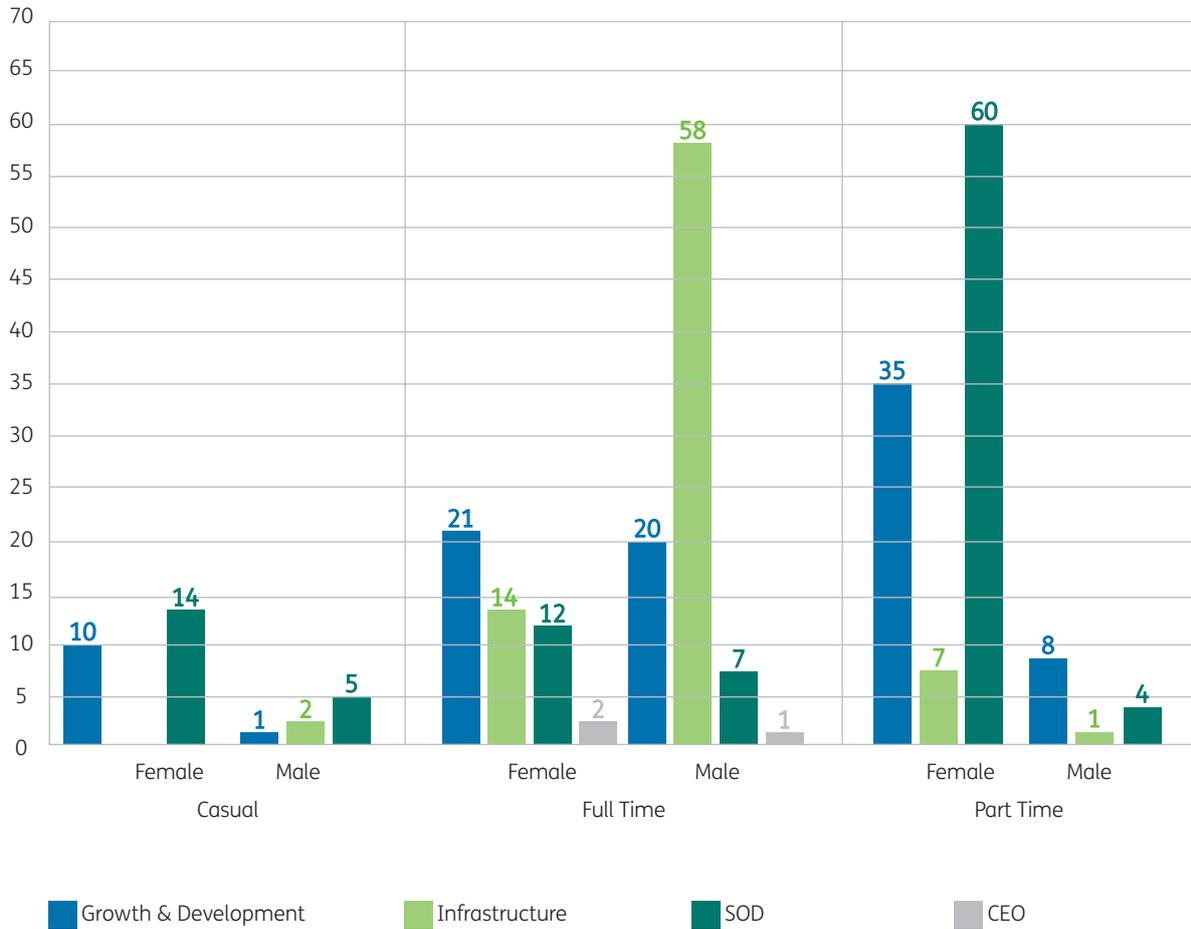
**Manager**  
Governance &  
Organisational  
Development

**Vanessa O'Toole**

# Council Staff

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

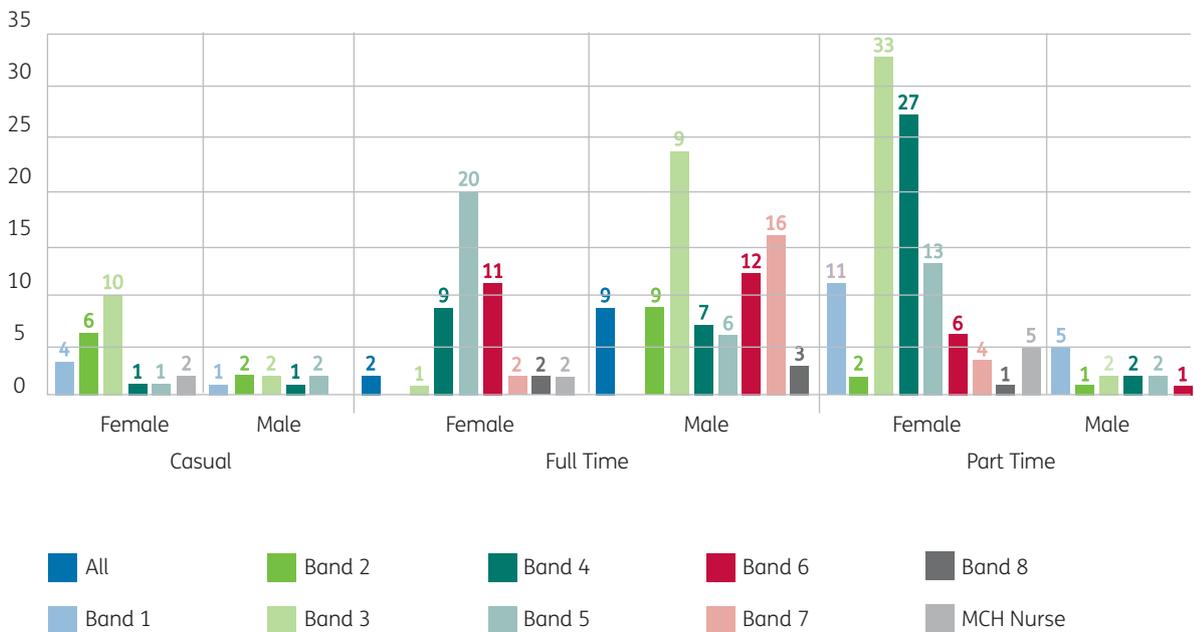
Employment Type	Growth & Development	Infrastructure	SOD	CEO Office	Grand Total
Casual	11	2	19		32
Female	10	0	14		24
Male	1	2	5		8
Full Time	41	72	19	3	135
Female	21	14	12	2	49
Male	20	58	7	1	86
Part Time	43	8	64		115
Female	35	7	60		102
Male	8	1	4		13
<b>Grand Total</b>	<b>95</b>	<b>82</b>	<b>102</b>	<b>3</b>	<b>282</b>



# Council Staff

A summary of the number of Council staff categorised by employment classification and gender is set out below.

Employment Type	Gender	Grade All	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	MCH Nurse	Total
Casual	Female		4	6	10	1	1				2	24
	Male		1	2	2	1	2					8
Casual Total			5	8	12	2	3				2	32
Full Time	Female	2			1	9	20	11	2	2	2	49
	Male	9		9	24	7	6	12	16	3		86
Full Time Total		11		9	25	16	26	23	18	5	2	135
Part Time	Female		11	2	33	27	13	6	4	1	5	102
	Male		5	1	2	2	2	1				13
Part Time Total			16	3	35	29	15	7	4	1	5	115
Total		11	21	20	72	47	44	30	22	6	9	282





## Training

### Compliance Training

With the creation of two new roles in the People & Organisational Development team - Senior Business Excellence & Risk Advisor, and OHS & Risk Advisor - there is an increased focus on compliance training across all service units. This includes training offered to Health & Safety Representatives, Fire Wardens, Contact Officers, First Aid Officers along with Mental Health First Aid Officers which will be organised in the coming months to all new incumbents.

### Equal Employment Opportunity Program

The objective of Council's Equal Employment Opportunity Program is to ensure that there is no discrimination relating to the characteristics listed under the Equal Opportunity Act 2010 such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

Council's Equal Opportunity training program is being revised in line with changes in our internal policies. The next set of workshops will be held in 2018. An online version of the training is also being investigated to offer staff a greater flexibility in terms of delivery and timeframe.

During 2016/2017 no complaints were made to Council's Equal Opportunity Contact Officers.

### OHS Training for Supervisors

Council identified that further education was required for our supervisory staff in relation to their health and safety obligations. An external provider facilitated these workshops with a focus on compliance and making safety a priority at Moorabool.

The objective of these OHS training sessions was to increase staff awareness of health and safety with the aim of reducing the risk of incidents, and in turn decreasing the potential for WorkCover claims. This

training is due to be undertaken again in 2017/2018.

### Risk Management Training for Supervisors

Additional education was also determined in the risk management area for all managers and co-ordinators. The workshop was conducted by an external facilitator focusing on the obligations of supervisors in the area of risk along with practical activities such as how to conduct risk assessments. This training is due to be undertaken again in 2017/2018.

### First Aid and CPR Training

Regular First Aid and CPR Training sessions are being conducted by qualified external training providers. This ensures our employees, especially those in the Early Years and Active Ageing & Community Access Units, are up to date with compliance training and are well equipped to take the necessary action in case of an emergency.

### Manual Handling Training

Manual Handling Training is mandatory training conducted every 2 years. The last training was conducted in 2015/2016 for 3 groups of employees which included our outdoor staff as well as Early Years staff. The next training session will be organised in 2017/2018.

### Insurance Training

Training on the application of insurance rules was conducted for all managers and co-ordinators. The training was conducted by Echelon Services and included a background on the different types of insurance and how to process an insurance claim. This has been very beneficial for the Council in dealing with claims relating to insurance.

### Fraud Awareness Training

Fraud Awareness training was conducted with all Council staff in March. Workshops were facilitated by Warfield & Associates, a company who has many years' experience in the delivery of fraud training within the local government sector.

# Staff Development

## Professional Development

Council offers study assistance for staff undertaking relevant undergraduate or postgraduate studies. In the past year, seven staff members were successful in obtaining this form of support to commence their studies, and one staff member was provided continued support to pursue studies that were previously approved.

Council also provides a comprehensive corporate learning program that supports a broad range of staff development needs. The Corporate Training Calendar is published annually to help staff choose their preferred training. Priorities align with Council's strategic plan as well as responding to identified needs determined through our service planning and individual performances processes. A variety of learning methodologies are used including e-learning, facilitated workshops and personal coaching.

## Leadership Development

Leadership development is a critical aspect of our professional development program. Leaders across Council were offered a variety of opportunities internally to develop their skills and expertise including mentoring,

attending external training and the option to undertake higher duties.

Council also recognises the importance of succession planning and have focused on developing our supervisors, co-ordinators and team leaders to the next level of leadership within the organisation. Training programs like DiSC Analysis and 7 Pillars of Management were held for supervisors.

In 2016/2017, we participated in a Mentoring Program organised by LGPro. This provided an opportunity for one of our managers to be mentored by a competent leader from another Council and one of our staff members to act as a mentor for a staff member of a different Council. Both recognised the professional benefits from this activity.

Team Moorabool also participated in 'The Emerging Leaders Challenge' program hosted by Melton City Council. This program provided a wonderful opportunity for participants to network with other Councils, develop their leadership capacity and grow as individuals.

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# Other Staff Matters

## Enterprise Bargaining Agreement

Council's current Enterprise Agreement which commenced in July 2013 will conclude on June 30th 2017. In the 2016/2017 financial year Council commenced the process of enterprise bargaining which will negotiate a new Enterprise Agreement for Council employees in the first half of the 2017/18 financial year. In undertaking this process, Council has sought the input of employee representatives to develop a mutually acceptable agreement. Once this has been successfully negotiated, Council will seek approval by Fair Work Australia.

## Preventing Violence Against Women

The Prevention of Violence Against Women works primarily through promoting gender equity, breaking down stereotypes of women, along with building respectful and safe relationships. This prevention approach is consistent with Council's approach to planning in the area of health and wellbeing.

Council recognises that employees sometimes face situations of violence or abuse in their personal life that may affect their attendance or performance at work. Therefore, the Council is committed to providing support to staff that experience family violence. An employee who is subjected to family violence has access to five days per year of paid special leave for medical

appointments, legal proceedings and other activities related to family violence. In addition, an employee who supports a person experiencing family violence may take carer's leave to accompany them to court, to hospital, or to mind children.

Two staff have volunteered to take up the role as contact officers to help staff undergoing family violence and have received training to support them in this role.



# Risk and Insurance

## Risk Management

Council's Risk Strategy was completed in 2015 with a primary focus being the identification of Council's key operational risks along with confirming current controls or establishing those required. The next stage undertaken by Council followed an audit undertaken by Deloitte's in February 2015 which recommended the identification of Council's strategic risks. A workshop facilitated by an external provider resulted in a report outlining Council's strategic risk profile. Eleven areas were nominated including financial, reputational and fraud; each area outlined controls and future strategies to minimise the risk to Council. The strategic risk profile is reviewed annually with actions being incorporated within operational plans.

Council has invested in new software supporting our management of all incident and hazard reports, injuries and work cover, manage return to work, public liability claims and insurance. This software will also be used as a preventative tool to record the operational and strategic risk registers and risk assessments. Training is being rolled out to all staff members with computer access, who will be trained to lodge an incident / hazard report in the new system.

## Health and Safety

Work on Council's Health and Safety Management System is progressing with a gap analysis being completed in relation to Council's policies and procedures. As a result of additional resourcing to this area Council will focus on the following over the next 12 months:

- Development of safe working procedures.
- Implementation of an electronic health and safety system.
- Increasing the level of training and induction in health and safety.

## Insurance

Overall the cost of individual insurance policies has reduced, however there has been a greater number of motor vehicle claims which has increased motor vehicle insurance. Council's insurance portfolio is maintained to ensure that corporate risk exposures are minimised.

Based on previous year's performance, there has been significant reduction in the work cover insurance premium for the period 2016/2017.

# Business Excellence

Council is committed to delivering the best service possible to its community. In its fifth year our Business Excellence Program is embedded within Council both from an operational and a strategic perspective. Business Excellence encourages a culture of continuous improvement based upon nine principles.

In addition to the Business Excellence principles, Council's staff members use the FISH principles every day at work:

- Choose Your Attitude;
- Be Present;
- Make Their Day; and
- Have Fun

These principles are the basis of our interactions with our colleagues and our community.

The Business Excellence Self-Assessment process was conducted in 2016/2017. This process is conducted to evaluate the position of the Council through the Business Excellence lens. The purpose of the exercise is to quantify the work carried out by the Council by scoring the activities against each category. The opportunities for improvement identified through the Self-Assessment process then flow through to operational and individual work plans as appropriate.







## Part Three: Our Performance

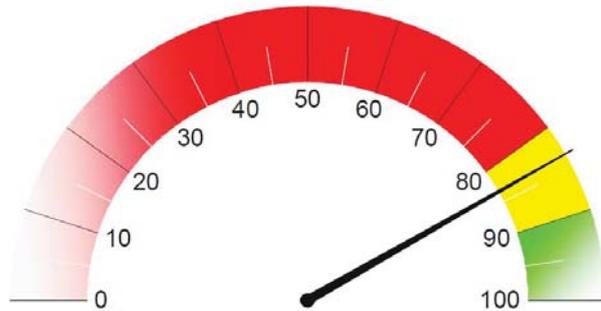




# Council Plan

The Council Plan 2013-2017 (Revised 2016) includes Key Result Areas, strategic objectives and strategies for achieving these for the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.

## Action Progress Against Targets



- 32** Actions reported on
- 20** At least 90% of action target achieved
- 7** Between 60 and 90% of action target achieved
- 5** Less than 60% of action target achieved
- 0** Actions with no set target

## Key Result Area 1: Leadership of our Community

In representing and leading our community, Council will continue to improve its understanding of community needs. We will listen to and recognise the diversity of expectations and priorities across Moorabool, whether in urban centres, small towns and hamlets, or rural areas. In building these relationships, we will communicate effectively and provide fair representation.

### Strategic Objectives:

- Advocate for services and infrastructure that meets the Shire's existing and future needs.
- Good governance through open and transparent processes and strong accountability to the community.
- Leadership through best practice community engagement.
- Provide quality customer services that respond to the needs of our whole community.
- Sound, long term financial management.
- Professional and skilled staff in a safe and supportive environment.
- Effective strategic and business planning for a growing community.

## Key Result Area 2: Community Wellbeing

Council recognises the individuality, diversity and identity of each community. We will work together to strengthen each community's capacity to plan, develop and implement projects that build the community they envisage.

### Strategic Objectives:

- Community self-reliance and resilience.
- Inclusive, responsive and accessible community services.
- Increase and encourage participation in a range of sport, recreation and leisure activities.
- A safe community.
- A strong and diverse local economy.

## Key Result Area 3: Enhanced Infrastructure and Natural and Built Environment

We will manage our physical assets such as roads, bridges, drains, footpaths, buildings, structures, community facilities, parks and sports grounds to meet a practical level of service in the most cost effective manner for present and future residents. We will advocate strongly for the resources, infrastructure and strategies required to sustain a quality future for Moorabool.

### Strategic Objectives:

- Effective and integrated strategic planning in place to create sustainable communities.
- Ensure current and future infrastructure meets the needs of the community.
- Management of assets and infrastructure.
- Enhance and protect the long term integrity and biodiversity of the natural environment.
- Effective management of municipal waste and recycling.
- Promote and enhance places of heritage, landscape and environmental significance.
- Effective and efficient land use planning and building controls.

# Performance

Council's performance for the 2016-17 year has been reported against each key result area to demonstrate how Council is performing in achieving the 2013-17 Council Plan (Revised 2016).

## Performance has been measured as follows:

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

## Key Results Areas

### Key result area 1: Representation and Leadership of our Community

The following statements reviewed the performance of Council against the Council Plan including results achieved in relation to the Key Result Areas.

#### 2016/17 Results and Achievements

Key Result Area Project	Progress	Comments
Finalise General Local Laws.	80%	The Draft Local Law has been finalised and a legal review has been undertaken. A report will be presented to Council in November 2017 to commence the community consultation process.
Develop and implement a candidate information program in preparation for the October 2016 election.	Completed	Candidate information session arranged through the MAV and held on 12 July 2016. VEC candidate information session held 13 September 2016.
Develop and implement an induction program for the Council elected in October 2016.	Completed	Councillor induction program developed. Program implemented during November 2016, and was completed with a bus tour of the Shire on Monday 20 February and Thursday 23 February.
Continue to provide assistance to the people affected by the Scotsburn fire, including the provision of personal support, case management and all aspects of recovery for the community, individuals, stock and land management.	Completed	Fire Recovery Coordinator position for Moorabool Shire and Ballarat City funded until November 2017. The Coordinator continues to work with the community on recovery projects, events and putting together the final recovery book. Case management and referrals to specialist agencies continues where identified or requested. Garden recovery tours and workshops are ongoing along with the recovery through art therapy. The Fire Recovery Coordinator is a member of both the Phoenix Recovery Project for the environmental recovery and the Clarendon Hub Project which are ongoing.

Key Result Area Project	Progress	Comments
Review & implement the after hours response system as approved by Council.	60%	The review of Council's after-hours response system has been undertaken in stages with the first stage being piloted within the Infrastructure directorate. The stage is now complete with the revised approach being implemented within this directorate. The second stage has been delayed as a result of staffing changes with the community safety area. Discussions have commenced with community safety and representatives of the Infrastructure directorate to review the current community safety model of service.
Investigate ways to increase TV and radio availability in the Shire to cover local issues.	10%	Preliminary work has been undertaken, however this has been delayed due to a lack of staff resources and clarity on the project. Council will be re-engaged to define the scope of this project, and revised time lines will be developed accordingly based upon the scope.
Implement the Council endorsed level of service review for 2016/17 year - Aged & Disability Services.	25%	The preparation of a draft report has been delayed due to staffing changes. A draft report will be prepared for the Council meeting on 6 September 2017. The final report will be presented to the Council meeting on 1 November 2017.
Implement the Council endorsed level of service review for 2016/17 year - Parks & Gardens.	80%	A level of service review is currently being undertaken in relation to the management and maintenance of Council's parks and gardens and is well advanced. A Draft Management Plan will be presented to the Place Making Committee in August and, following endorsement, will be presented to the September Council meeting. Once endorsed, the implementation of the new service levels will occur.
Implement the Council endorsed level of service review for 2016/17 year - School Crossings.	85%	The draft report has been completed and is waiting for confirmation from VicRoads on the level of funding to be provided. The report will be tabled at the October 2017 Council meeting.

### Major Initiatives

Major Initiatives	Progress
<p><b>Increase in Resources for Information Management</b></p> <p>This initiative will provide resourcing to develop and maintain a central information management environment which will support Council's Digital Strategy, Information Management and GIS Strategy. This central point of information will result in more accurate information and more flexible systems leading to improved levels of customer service.</p>	<p>The Information Management Position has been filled and work has commenced on the major outcomes of improved name and address quality across Council systems which will be used as a foundation for improved online services for the community.</p>

### Services Funded in the 2016/17 Budget

Service	Description	Net Cost Actual Budget Variance \$'000
<b>Governance</b>	The Governance area includes the Mayor, Councillors, Chief Executive Officer, General Managers and associated support which cannot be easily attributed to the direct service provision areas.	2,300 <u>2,271</u> (29)
<b>Public Relations and Marketing</b>	Provide an open and accessible communication network that is accurate, accessible, user friendly, relevant and timely.	473 <u>560</u> 87
<b>Personnel Management</b>	To provide, develop and implement strategies, policies and procedures through the provision of human resource and industrial relations services, that minimise the risk to Council.	721 <u>631</u> (90)
<b>Risk Management</b>	To develop, build and identify effective management of Council's exposure to all forms of risk and to foster safer work places and environments within the municipality.	535 <u>554</u> 19
<b>Finance</b>	Financial management and accounting of Council's finances, including property rating and valuation services, collection of revenue and internal support and advice to internal departments. These services will be delivered by increasing the financial knowledge base of the whole of Council through customer awareness, consistency and clearly defined processes.	(5,464) <u>(3,177)</u> 2,287
<b>Customer Service</b>	Manage service provisions to provide an open and accessible communication network that is accurate, accessible, user friendly, relevant and timely.	919 <u>869</u> (50)
<b>Document Management</b>	Electronic document management of Council's external correspondence, maintain an effective and efficient electronic document management system and maintain Council's archive program.	286 <u>281</u> (5)
<b>Information Communication and Technology</b>	To provide a range of services to the organisation that supports its development through the effective management and expansion of Council's information systems and technology.	1,948 <u>1,949</u> 1



## Key Result Area 2: Community Wellbeing

### 2016/17 Results and Achievements

Key Result Area Project	Progress	Comments
Implement a Council adopted response to the roll out of the National Disability Insurance Scheme (NDIS).	Completed	<p>At the Ordinary Meeting of Council held on the 7 September 2016, the Council resolved to:</p> <ul style="list-style-type: none"> <li>(i) continue to provide aged care services to people over 65 through the Commonwealth Home Support Program;</li> <li>(ii) continue to provide services to people under 65 through the Victorian HACC Younger People;</li> <li>(iii) continue to strengthen its role in making Moorabool a more inclusive and accessible community and advocating for the needs of people with disabilities;</li> <li>(iiii) not register as a provider under the National Disability Insurance Scheme; and</li> <li>(v) work with Latrobe Community Health Services as the Local Area Coordination Service in the Central Highlands Region to support clients to transition to the National Disability Insurance Scheme and mainstream support services.</li> </ul> <p>Council staff are working with the Department of Health and Human Services, National Disability Insurance Agency; Latrobe Community Health and NDIS providers to facilitate the movement of clients onto the National Disability Insurance Scheme with the rollout of the scheme effective 1 January 2017.</p>
Finalise the Digital Strategy and implement key actions including the corporate website and Information Management Officer to improve communications and customer service outcomes.	Completed	The Digital Strategy has been finalised and the new corporate website has been live since September 2016. An Information Management Officer has been appointed. The corporate website continues to be developed to meet community expectations and needs.
<p>Implement the Reserve Management Framework and associated policies:</p> <ul style="list-style-type: none"> <li>• Draft Community Facilities Funding Policy</li> <li>• Draft Recreation Reserve User Fees &amp; Charges Policy</li> <li>• Draft Recreation Reserve Leases &amp; Licences Occupancy Policy</li> <li>• Draft Recreation Reserves Capital Works Contribution Policy</li> <li>• Revised Draft Appointments and Delegations Policy.</li> </ul>	55%	The Reserve Management Framework and associated policies have been completed, printed and distributed amongst the Reserve Management and user group network across the Moorabool Shire. Training sessions and direct meetings with key stakeholders were planned and booked to commence prior to the end of February 2017, but were put on hold. The project is behind schedule due to the resignation of the previous Manager and Recreation Development Officer. Due to limited staff time and resources the project has been deferred pending appointment of staff in the Community & Recreation Development Unit.
Undertake Community Emergency Management Planning (CEMP) Pilots in Moorabool.	Completed	A successful Bushfire Scenario Exercise was held in Blackwood by the Community Emergency Management Planning (CEMP) Group on 26 March 2017. The group is now working through an exercise report and discussing learnings and actions to incorporate into the Local Emergency Plan.

## Major Initiatives

Major Initiatives	Progress
<p><b>Community Facilities Booking System</b></p> <p>Implementation of a new Integrated Management System (IMS) will provide a centralised online booking system for recreation reserves and community halls, allowing the community to log in and submit requests for usage, manage usage, process user agreements improving governance and identify and communicate with officers directly about maintenance issues. The system collects and stores required user agreements, insurance documentation and allows maintenance requests.</p>	<p>This initiative was deferred and is anticipated to be completed in the first quarter of the 2017/18 financial year.</p>
<p><b>Moorabool Leisure Service Management Model Review</b></p> <p>This initiative will investigate the future operation and provision of Leisure Services in the Moorabool Shire. The project will critically assess and identify a recommended management model (internal or external) to guide Council's decision making for the future provision of Leisure Facilities within the Shire.</p>	<p>This initiative was 100% complete at year end.</p>
<p><b>Indoor Court Feasibility Study</b></p> <p>Moorabool Shire has identified a number of critical issues and opportunities impacting the provision of Indoor Recreation Facilities. This study will provide a clear analysis of the present and future indoor recreation facility needs, together with the sourcing of potential external funding. It will also detail the various costs and benefits of the development of additional indoor recreation facilities within the Shire.</p>	<p>This initiative was deferred and will be completed in the 2017/18 financial year.</p>

## Services Funded in the 2016/17 Budget

Service	Description	Net Cost Actual Budget Variance \$000
<b>Aged and Disability Services</b>	This service provides home and community care, assessment and care management, volunteer coordination, and senior citizen clubs.	433 <u>416</u> (17)
<b>Planned Activity Groups</b>	To provide social interactions for socially isolated residents in Moorabool Shire.	145 <u>62</u> 83
<b>Meals on Wheels</b>	To assist residents at nutritional risk with meals that have been designed by a dietitian.	(27) <u>(46)</u> (19)
<b>Personal Care</b>	To provide support and personal hygiene to residents that are unable to physically complete their own personal care.	(149) <u>(103)</u> 46

Service	Description	Net Cost Actual Budget Variance \$000
<b>Aged and Disability Brokerage</b>	To provide brokerages services to residents that have been allocated aged care packages with physical and social support.	(70) <u>(48)</u> 22
<b>Respite</b>	To provide support to carers of residents with high care needs.	(83) <u>(43)</u> 40
<b>Property Maintenance</b>	Property and home maintenance for residents of Moorabool includes mowing, washers for taps, painting, ramps, rails and bathroom renovations.	(44) <u>(20)</u> 24
<b>Community Development</b>	Community Development is concerned with empowering and enabling the communities of Moorabool to be innovative, engaged, skilled and help them work together to improve their well-being through opportunities for partnerships, better relationships with Council and increased participation in community life.	799 <u>717</u> (82)
<b>Emergency Management</b>	Emergency Management works to ensure Moorabool has plans in place to engage with the community and assist with preparing resilient communities that can prepare and recover from emergencies.	278 <u>97</u> (181)
<b>Recreation Development</b>	Provide leadership, strengthen networks and partnerships to plan, develop and deliver high quality recreation participation and engagement opportunities that enhance health and wellbeing, including leisure and pool facilities.	1,217 <u>1,336</u> 119
<b>Library Services</b>	Provision of fixed and rural mobile library services to key points throughout the Moorabool area.	345 <u>349</u> 4
<b>Youth Services</b>	Enable youth within Moorabool to have a community voice and establish programs and activities that enhance and reward them as people.	270 <u>261</u> (9)
<b>Environmental Health</b>	Legislative Responsibilities (Food Act 1984 [Food Safety], Health Act 1958, Tobacco Act 1987, Residential Tenancies Act 1997 and Local Government Act 1989). Assessments and installations of septic tanks carried out in accordance with the Environmental Protection Act and the Septic Code of Practice 2003. Ensure children in the Australian Childhood Immunisation Register target group are fully immunised.	77 <u>264</u> 187
<b>Early Years Services</b>	Deliver high quality family and children's programs and services that support, promote and strengthen family health and wellbeing, including Child and Family advocacy and planning, Maternal and Child Health Service, and Occasional Care.	294 <u>312</u> 18

Service	Description	Net Cost Actual Budget Variance \$000
<b>Maternal &amp; Child Health</b>	Provision of a universal service to families with children aged 0-6 years directed at improving outcomes by the prevention, early detection, and intervention of physical, emotional or social factors known to place children at risk of not reaching their potential.	571 <u>627</u> 56
<b>Best Start</b>	A State Government funded early intervention program aimed at reducing disadvantage and enhancing the outcomes of children 0-8 yrs. Best Start supports communities, parents, families and service providers to improve local early years services and support.	0 <u>0</u> 0
<b>Education and Care Services</b>	Occasional Care Service provides high quality care for children aged from six months to six years with the opportunity to explore a wide range of experiences, building upon their skills, interests and abilities through play in a calm and happy environment. Supported Playgroups provide support and connection to disadvantaged families through groups and in home support. Kindergarten liaison and support which includes the management of Council owned early years facilities, including kindergarten central enrolment for 4-year-old kindergarten programs and support and management of kindergarten cluster managers/kindergarten committees of management.	137 <u>113</u> (24)
<b>Fire Prevention</b>	Ensure safety around the Moorabool Shire through fire prevention inspections of vacant land in urban and rural living areas.	205 <u>287</u> 82
<b>Animal Management and Local Laws Compliance</b>	Deliver and maintain a responsive and proactive animal management service throughout the Shire.  Review, develop and implement local laws that promote peace and good order in Moorabool.	235 <u>132</u> (103)
<b>School Crossings</b>	Provide school crossing supervisors or staff at 13 locations in Ballan and Bacchus Marsh within designated hours.	173 <u>200</u> 27
<b>Economic Development and Tourism</b>	The Economic Development Service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment. It also aims to develop strategies to bring tourists into Moorabool Shire.	107 <u>70</u> (37)



### Key Result Area 3: Enhanced Infrastructure and Natural and Built Environment 2016/17 Results and Achievements

Key Result Area Project	Progress	Comments
Undertake Bacchus Marsh Urban Zone review based on the Housing and Retail Strategies.	Completed	The review has been completed. Both the Retail and Housing Strategies have been adopted. A report on a planning scheme amendment to implement Council's adopted housing strategy, Housing Bacchus Marsh to 2041, was presented to the March 2017 Council meeting.
Continue to advocate for funding of Stage 3 - Bacchus Marsh Traffic Improvements Package (Package of Works).	Completed	<p>The State Government has announced:</p> <ul style="list-style-type: none"> <li>• The commencement of construction (July 2017) of the east facing freeway ramps at Halletts Way, Bacchus Marsh at a cost of \$12.5 mil.</li> <li>• Funding of \$3mil for the planning for an eastern by pass of Bacchus Marsh commencing 2017/18.</li> <li>• \$2.3 million for road works in the vicinity of Holts Lane and Gisborne Road, Bacchus Marsh during 2017/18 to ease congestion. Advocacy will continue for further works along the Gisborne Road / Grant Street road corridor in future years consistent with the Bacchus Marsh Integrated Transport Strategy.</li> </ul> <p>It is clear that the balance of funds for the package of works previously announced by the State Government are no longer available to the Bacchus Marsh community.</p>
Continue to advocate for the servicing of small towns across the Shire.	Completed	The Council adopted the Small Towns Strategy in September 2016 which set out priorities for future projects in small towns across the Shire. Council has provided funding to assist Central Highlands Water to further design sewerage of Bungaree and Wallace and has requested that CHW include reference to the sewer project in its next five year water plan.
Advocate strongly for a solution for the rebuilding of Fiskville training facilities in the Ballan area.	Completed	In May 2017 the State Government announced its intention to build a new fire training facility in Ballan at a cost of \$31 mil. Further announcements are expected in 2017/18 on the future clean up and potential uses of the original Fiskville site.
Participate in the Ballarat Rail-Line Action Committee (BRAC) to advocate for improved rail services for our communities.	Completed	Council has resolved to be a member of the Ballarat Rail Line Action Committee which is a representative group of all Councils along the line to Ballarat/Ararat. The State Government has recently announced an investment of \$518 million in upgrades to the Ballarat line and in more recent times the Federal Government has announced matching funding to improve services to Ararat.

Key Result Area Project	Progress	Comments
<p>Prepare and adopt a 5 year Action Plan for Moorabool growth planning and development, which include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Bacchus Marsh Future Framework Plan</li> <li>• Small Town Strategy</li> <li>• Bacchus Marsh Civic Square and Darley Plaza Hub Urban Design Framework</li> <li>• Bulky Goods Precinct Planning</li> <li>• Ballan Structure Plan incorporation into Planning Scheme</li> </ul>	75%	<p>A five (5) year action plan for Moorabool growth planning was presented to both the Urban and Rural Growth Strategy Committees last year and works carried out accordingly. The list below provides the status of the key projects:</p> <ul style="list-style-type: none"> <li>- The Bacchus Marsh Housing Strategy has been revised and to be sent to DELWP for review and authorisation.</li> <li>- The Small Towns Strategy has been on public exhibition, and a report was presented to the Rural Growth Committee Meeting on 26 July 2017. Following this a full report will be presented to the October 2017 Council meeting.</li> <li>- The Ballan Strategic Directions is currently on exhibition until 17 July 2017. Following this staff will review the submissions and present a report to the October 2017 Council meeting.</li> <li>- With the Bulky Goods Precinct Planning project, discussions are being undertaken with landowners. A report will be presented to the September 2017 Council meeting.</li> <li>- The Bacchus Marsh Civic Square project has an approved budget bid for 2017/18. Project time lines will be developed accordingly.</li> <li>- The Darley Plaza Hub is on hold pending developer feedback.</li> </ul>
Prepare a Water Asset Strategy including allocations for sports grounds and irrigation.	25%	The project has commenced and requires the collation of data for various open space areas and associated water needs. Once modelling is complete and a draft report prepared, the plan will be presented to a Council meeting for formal adoption in late 2017.
Investigate frameworks for cost recovery in terms of ongoing monitoring of the Domestic Wastewater Management Plan.	60%	Preliminary investigation has been undertaken for the cost recovery methods. Possible options are either the introduction of a special charge levy through the rating system and/or an annual licence charge under the Local Government Act. Further work is required to finalise the framework.
Complete a Moorabool 2041 framework based on Council adopted work program.	90%	Council has made significant progress with the M2041 framework. This includes adoption of the Bacchus Marsh Housing Strategy and the Small Towns Strategy. The Bacchus Marsh Urban Growth Framework is currently being prepared in conjunction with the Victorian Planning Authority and will be tabled at the September 2017 Council meeting.
Complete the Community Infrastructure Plan.	90%	Documentation is currently on exhibition with a closing date of 11 August 2017. The Community Infrastructure Report will then be completed with any changes arising from the exhibition period. A report will be presented to the October 2017 Council meeting for adoption.

Key Result Area Project	Progress	Comments
Finalise key infrastructure projects: - Halletts Way.	99%	Practical completion for the Halletts/O'Leary Way southern extension project is anticipated to be reached in July 2017. The scope of the project includes a 1.3km road extension, bridge over the Werribee River, Southern Rural Water pump station and ancillary works. An official opening and community event was held in August 2017, prior to the road being opened to traffic.
Finalise key infrastructure projects: - Early Years Hub.	Completed	The scope of this project included the construction of Darley Early Years Hub at the Darley Civic and Community Hub. The integrated facility includes kindergarten, occasional care, multipurpose space, toy library, maternal and child health and staff offices. Work is now complete with all services now operating.
Finalise key infrastructure projects: - Sports Pavilion Development.	Completed	The scope of this project included the construction of a multi purpose facility at the Darley Civic and Community Hub. The facility supports sporting and community activities on the site and includes change space, amenities, social room and kitchenette. The project is now complete.
Commence Stage 1 of the Moorabool Regional Community Sports Hub (formerly referred to as Racecourse Reserve Upgrade (Bacchus Marsh) - subject to successful grant applications. Measure: Stage 1 scope approved by Council. Design completed.	Completed	A revised project scope has been developed and was approved at the February 2017 Council meeting. An application was made to the Building Better Regions Fund for grant funding. The grant process is yet to be finalised, however a design team has been appointed to document the project and in excess of 15,000 cubic metres of fill placed at the site marking the commencement of the overall project.
Progress the West Moorabool Heritage Study in 2016/17.	Completed	The West Moorabool Heritage Study has been completed and a report was tabled at the December 2016 Council meeting. However the recommendations of the report were not adopted due to lack of funding in the 2016/17 budget. Funding has been provided in the 2017/2018 budget to proceed with the amendment. Accordingly a new amendment timeline will be developed to proceed the incorporation of the West Moorabool Heritage Study into the Moorabool Planning Scheme.
Develop a State of the Assets Report and revision of Assets Policy.	Completed	The State of the Assets Report was presented to the Place Making Committee on 17 May 2017 and circulated as a Briefing Note to Council on 31 May 2017. The Asset Management Policy was adopted by Council at the June 2017 Council meeting.
Complete an Information and Communication Technology (ICT) framework and systems review to produce Strategy and Service plans that will provide for services, systems and information management towards 2021.	80%	The finalisation of the strategy has been delayed in order to incorporate the financial costing and to align with the Strategic Financial Plan. The draft strategy will be finalised in August with presentation to an Assembly of Council in September 2017.

Key Result Area Project	Progress	Comments
Prepare and implement Investment Attraction Plan for Parwan Employment Precinct, including incentives, agencies commitments and private funding models.	55%	Regional Development Victoria (RDV) have commissioned SED Advisory Services to undertake a detailed business case with land owners in Parwan. Council has secured Victorian Planning Authority funding for a range of investigation works, including a Project Officer in Parwan. The revised end date is 30 May 2018.
Work with Central Highlands Water to implement the Blackwood Localised Septic Program.	Completed	The Blackwood Localised Septic Program has been implemented. The program is funded for two years and is currently 9 months into the program. The second round of the program is ongoing with over 75% of the systems installed.

## Major Initiatives

Major Initiatives	Progress
<p><b>Fire Hydrant Maintenance</b></p> <p>A partnership between CFA, Western Water and Moorabool Shire for approximately 3 years has been very successful in the identification and marking of hydrants across Bacchus Marsh. In this time a number of faulty hydrants have been identified. This new initiative is to rectify these faulty hydrants over a period of 4 years with the higher risk hydrants that have been identified being completed first.</p>	This initiative was 100% complete at year end.
<p><b>Residential Zone Implementation (Bacchus Marsh)</b></p> <p>In 2014/15 Council undertook Amendment C72 to address residential zone reforms. This was hampered ultimately by the absence of an adopted housing strategy. In 2015/16 Council commissioned a housing strategy for Bacchus Marsh and draft amendments will also be prepared as part of the Strategy. In 2016/17 funds will be required to implement the amendments.</p>	As at 30 June the Amendment was with the Department of Environment, Land, Water and Planning, with conditional authorisation being achieved. Final changes are being made before advertising in August/September 2017.
<p><b>Small Towns Strategy Implementation</b></p> <p>In 2015/16 Council has been developing the Small Towns Strategy for some 20 settlements across the Shire. Funds will be required in the 2016/17 budget to implement the Strategy through amendments to the planning scheme. This will identify a priority and action list for further structure plans; advocacy on servicing and preparation of business cases for future development of identified key service settlements; deliver clear direction for all other towns as to what services they should expect, how they will function and meet the needs of local residents.</p>	The advertising has been completed and the reporting to Council will commence in the first quarter of 2017/18 to recommend the Panel process.
<p><b>Four Strategies Amendment Development</b></p> <p>The four strategies (Retail, Industrial, Economic Development and Parwan) have now been prepared. These have all been through public consultation and adopted by Council. The implementation of amendments will give clear shape to how Bacchus Marsh will develop from a retail, industrial and economic perspective, directing where development will occur, the types of uses and form. These are all integral to Moorabool 2041 as it transitions from high level policy (phase 1), through to precinct zone changes (phase 2), and local civic improvement (phase 3).</p>	This initiative was 100% complete at year end.

Major Initiatives	Progress
<p><b>Infrastructure Contributions Plan</b></p> <p>With continued growth in Moorabool, the provision of appropriate infrastructure for both existing and future residents is of paramount importance to Council to ensure residents are well supported, and services and infrastructure respond well to the community's needs. An initial report will be undertaken to work out the mechanics of imposing a levy on developments which will be put towards future improvements to community infrastructure.</p>	<p>An initial investigation was undertaken by a consultant and a report will be presented to Council in November 2017.</p>

### Services Funded in the 2016/17 Budget

Service	Description	Net Cost Actual Budget Variance \$000
<b>Fleet Management</b>	To provide fleet management services for Council's passenger and light commercial vehicles, buses, trucks, and earthmoving & roadwork machinery.	(1,277) <u>(1,154)</u> 123
<b>Property Asset Management</b>	To effectively manage Council land, property leases and licences as per the property register.	(994) <u>(264)</u> 730
<b>Building Maintenance</b>	This service prepares maintenance management programs for Council's property assets. These include municipal buildings, pavilions and other community buildings.	1,118 <u>1,149</u> 31
<b>Parks and Gardens</b>	Maintain Council's parks and gardens assets and provide facilities for our residents for the future. Enhance and upgrade the aesthetic appearance of Moorabool townships.	2,564 <u>2,421</u> (143)
<b>Road Safety</b>	This service is for the provision of street lighting and bus stop maintenance.	333 <u>312</u> (21)
<b>Waste Management</b>	This unit covers maintenance, collection and disposal of domestic wastes and waste related products, litter and litter bins around the Shire and cleaning of roads and other public places.  The unit is responsible for managing recycling, the transfer stations and related services.	3,180 <u>3,346</u> 166
<b>Asset Management</b>	This service undertakes the design and coordination of Council's Capital Improvement Program.	1,291 <u>1,325</u> 34
<b>Building Services</b>	Ensure all building permits lodged by private building surveyors are registered in accordance with legislation, and all building department activities are undertaken within legislative timelines.	104 <u>90</u> (14)

Service	Description	Net Cost Actual Budget Variance \$000
<b>Road and Off Road Maintenance</b>	To undertake maintenance to Council's road assets to ensure they are in a safe and serviceable condition for all users.  This includes sealed and unsealed roads, bridges, kerb and channel, drainage, footpaths and signage.	1,097 <u>1,906</u> 809
<b>Statutory Planning</b>	Deliver statutory planning functions of Council to ensure responsible land use and development in Moorabool.	571 <u>638</u> 67
<b>Environmental Management</b>	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	118 <u>146</u> 28
<b>Strategic Land Use Planning</b>	Delivery of key strategic policies and projects that assist in the long-term development of the Shire.	1,000 <u>1,172</u> 172
<b>Public Toilets</b>	Cleaning and general maintenance of all public toilets.	190 166 (24)
<b>Infrastructure Subdivision Development</b>	Provide infrastructure support services for subdivisions and developments, whilst developing guidelines for Council to improve and provide consistency in the planning and delivery of subdivision development.	(5,079) <u>(4,835)</u> 244
<b>Geographical Information Services</b>	Spatial maintenance of all land parcels.	10 <u>11</u> 1



# Service Performance Indicators

The Local Government Performance Reporting Framework (LGPRF) contains Service Performance Indicators across nine broad service areas: Aquatic Facilities, Animal Management, Food Safety, Governance, Libraries, Maternal and Child Health (MCH), Roads, Statutory Planning and Waste Collection. These services have the following important features:

- Their key objectives are common or similar across Councils (lending themselves to comparative performance reporting).
- Councils have primary control and/or statutory responsibility for delivery of selected services.

- Services are viewed as important to the community.
- They make an important contribution to the community and/or economy (meaning there are potentially significant gains from improved effectiveness or efficiency).

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

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
	<b>AQUATIC FACILITIES</b>				
	<b>SATISFACTION</b>				
AF1	User satisfaction with aquatic facilities (optional) [User satisfaction with how Council has performed on provision of aquatic facilities]	N/A	N/A	N/A	No figure reported for this optional measure.
	<b>SERVICE STANDARD</b>				
AF2	Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	3.00	Additional inspections were undertaken at the commencement of the season due to mechanical/plant breakdowns impacting water quality. Council worked closely with the contractor to ensure compliance with water quality standards.
	<b>HEALTH AND SAFETY</b>				
AF3	Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	2.0	0.00	0.00	There were no reportable safety incidents for the 2016/17 period.
	<b>SERVICE COST</b>				
AF4	Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	N/A	N/A	N/A	MSC did not operate any indoor aquatic facilities in the 2016/17 period.
	<b>SERVICE COST</b>				
AF5	Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$22.22	\$27.45	\$25.26	Bacchus Marsh and Ballan Pool had a small decrease in their utilisation compared to the previous year. This was largely due to the pools not being open on cooler days (below 25 degrees) resulting in lower attendances.

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
AF6	<b>UTILISATION</b> Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	0.28	0.23	0.26	Bacchus Marsh and Ballan Pool had a small decrease in their utilisation compared to the previous year. This was largely due to the pools not being open on cooler days (below 25 degrees) resulting in lower attendances.
AM1	<b>ANIMAL MANAGEMENT TIMELINESS</b> Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	N/A	5.74	3.78	Improvements with the recording of data have led to greater accuracy of results, showing a decrease in the time taken to action requests from the previous period.
AM2	<b>SERVICE STANDARD</b> Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	45.00%	53.82%	56.59%	No material variations.
AM3	<b>SERVICE COST</b> Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$61.14	\$70.61	\$53.24	An improved assessment of the resources used in the field has led to a reduction in costs for this reporting period
AM4	<b>HEALTH AND SAFETY</b> Animal management prosecutions [Number of successful animal management prosecutions]	0.00	0.00	2.00	Prosecutions are undertaken as a last resort, our process is to work with offenders to comply with legislation. There were however 2 animal management prosecutions for the reporting period.
FS1	<b>FOOD SAFETY TIMELINESS</b> Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	N/A	4.41	2.06	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.  Improvements with the recording of data have led to greater accuracy of results, showing a decrease in the time taken to action complaints from the previous period.

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
FS2	<p><b>SERVICE STANDARD</b></p> <p>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</p>	100.00%	100.00%	99.45%	No material variations.
FS3	<p><b>SERVICE COST</b></p> <p>Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$539.39	\$375.02	\$411.68	No material variations.
FS4	<p><b>HEALTH AND SAFETY</b></p> <p>Critical and major non-compliance outcome notifications [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</p>	89.00%	83.33%	94.74%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Only a small number of non-compliances are identified each year, so the increase over the previous period actually represent only a small number of additional non-compliances.
G1	<p><b>GOVERNANCE TRANSPARENCY</b></p> <p>Council decisions made at meetings closed to the public [Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a Special Committee consisting only of Councillors, closed to the public / Number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of Councillors ] x100</p>	13.00%	9.97%	4.93%	Fewer matters came before Council in the current reporting period that met the criteria of the Local Government Act section 89(2).

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
G2	<b>CONSULTATION AND ENGAGEMENT</b> Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	51.00	49.00	48.00	No material variations.
G3	<b>ATTENDANCE</b> Councillor attendance at Council meetings [The sum of the number of Councillors who attended each Ordinary and Special Council Meeting / (Number of Ordinary and Special Council Meetings) × (Number of Councillors elected at the last Council general election)] x100	91.00%	93.14%	91.60%	No material variations.
G4	<b>SERVICE COST</b> Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$39,891.45	\$40,298.92	\$37,878.78	No material variations.
G5	<b>SATISFACTION</b> Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	50.00	48.00	49.00	No material variations.
HC1	<b>HOME AND COMMUNITY CARE (HACC) - TIMELINESS</b> Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	N/A	4.10	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC2	<b>SERVICE STANDARD</b> Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	89.00%	88.89%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC3	<b>SERVICE STANDARD</b> Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	N/A	\$53.24	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
HC4	<b>SERVICE COST</b> Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	N/A	\$33.30	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC5	<b>SERVICE COST</b> Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	N/A	\$46.33	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC6	<b>PARTICIPATION</b> Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	30.24%	32.67%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC7	<b>PARTICIPATION</b> Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	12.98%	18.97%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
LB1	<b>LIBRARIES UTILISATION</b> Library collection usage [Number of library collection item loans / Number of library collection items]	3.95	4.76	4.90	No material variations.
LB2	<b>RESOURCE STANDARD</b> Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	78.00%	63.38%	75.20%	At a time when traditional borrowing is decreasing across public libraries a concerted effort was made this year to reduce old, unused stock and create a fresh, appealing looking collection.
LB3	<b>SERVICE COST</b> Cost of library service [Direct cost of the library service / Number of visits]	\$6.25	\$6.11	\$6.40	No material variations.
LB4	<b>PARTICIPATION</b> Active library members [Number of active library members / Municipal population] x100	12.00%	9.24%	9.18%	No material variations.
MC1	<b>MATERNAL AND CHILD HEALTH (MCH) SATISFACTION</b> Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	103.00%	102.21%	107.62%	No material variations.

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
MC2	<b>SERVICE STANDARD</b> Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	103.59%	101.52%	No material variations.
MC3	<b>SERVICE COST</b> Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$60.98	\$56.85	No material variations.
MC4	<b>PARTICIPATION</b> Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	82.00%	76.86%	77.28%	No material variations.
MC5	<b>PARTICIPATION</b> Participation in the MCH service by Aboriginal children [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	78.00%	71.79%	71.79%	These figures are provided by the Municipal Association of Victoria from their Child Development Information System (CDIS).
R1	<b>ROADS</b> <b>SATISFACTION OF USE</b> Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads ] x100	18.04	19.34	35.73	The higher level of customer requests in this reporting period was likely due to seasonal variations affecting road conditions.
R2	<b>CONDITION</b> Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	96.00%	91.79%	92.18%	No material variations.
R3	<b>SERVICE COST</b> Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$69.10	\$59.13	\$50.10	Results vary from year to year depending on how many projects are completed during each financial year. Also, whether the road reconstruction projects were completed by external contractors or in-house using Council plant and labor.
R4	<b>SERVICE COST</b> Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.02	\$4.18	\$4.95	The higher cost in this reporting period reflects the resealing of shorter road segments which have higher establishment costs than the longer segments done in the previous period.

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
R5	<p><b>SATISFACTION</b></p> <p>Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	43.00	47.00	43.00	No material variations.
SP1	<p><b>STATUTORY PLANNING</b></p> <p><b>TIMELINES</b></p> <p>Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]</p>	63.00	73.00	59.00	Improvements with the recording of data have led to greater accuracy of results, showing a decrease in the time taken to decide planning applications from the previous period
SP2	<p><b>SERVICE STANDARD</b></p> <p>Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</p>	70.00%	39.76%	64.78%	From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year. Improvements with the recording of data have led to greater accuracy of results, showing a decrease in the time taken to decide planning applications from the previous period
SP3	<p><b>SERVICE COST</b></p> <p>Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]</p>	\$3,028.18	\$2,129.04	\$2,596.10	While time taken to determine planning application has improved, greater complexity of some applications required additional resources during the reporting period.
SP4	<p><b>DECISION MAKING</b></p> <p>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</p>	89.00%	27.27%	33.33%	There were fewer contentious applications in the current reporting period, leading to a greater number of Council decisions being upheld over the previous period.
WC1	<p><b>WASTE COLLECTION</b></p> <p><b>SATISFACTION</b></p> <p>Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</p>	23.45	34.01	27.58	This result reflects the current residential growth in urban areas of the municipality.
WC2	<p><b>SERVICE STANDARD</b></p> <p>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</p>	2.26	1.41	1.43	No material variations.

Ref	Service Performance Indicators- Service/indicator/measure	Results 2014/15	Results 2015/16	Results 2016/17	Material Variations
WC3	<b>SERVICE COST</b> Cost of kerbside garbage bin collection service				No material variations.
	[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$59.69	\$63.40	\$63.53	
WC4	<b>SERVICE COST</b> Cost of kerbside recyclables collection service				No material variations.
	[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$34.64	\$34.82	\$33.27	
WC5	<b>WASTE DIVERSION</b> Kerbside collection waste diverted from landfill				No material variations.
	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	33.00%	35.07%	36.91%	

The Local Government Performance Reporting Framework (LGPRF) also requires that a number of the Service Performance Indicators in the above table are audited. These indicators are listed in the Performance Statement also included in this Annual Report.





## Part Four: Governance, Management and Other Information





# Governance

Residents and ratepayers elect Councillors to advocate for the community’s needs and aspirations. Council’s authority is exercised as a whole rather than through individual Councillors.

The Moorabool Shire Council consists of seven Councillors who are democratically elected by the constituents of Moorabool Shire in accordance with the Local Government Act 1989 (the Act).

The role of Council is to provide leadership for the good governance of the Moorabool Shire that includes:

- Acting as a representative government by taking into account the diverse needs of the local community in decision making;
- Providing leadership by establishing strategic objectives 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;
- Acting as a responsible partner in government by taking into account the needs of other communities; and
- Fostering community cohesion and encouraging active participation in civic life.

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; and
- Providing timely advice to Council.

## Meetings of Council

Council conducts open public meetings on the first Wednesday of every month except January and make decisions on the items listed in the Council Meeting Agenda. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to Council, make a submission or speak to an item on the Agenda. Where required, Special Meetings of Council may be held to make decisions on important issues in-between times.

For the 2016-17 year Council held the following meetings:

- 11 Ordinary Council Meetings
- 6 Special Council Meetings

The table below depicts each Councillor as present or as an apology for each meeting in the 2016-17 year.

A General Election of the Council was held in October 2016 with Crs. Comrie and Spain finishing their term on 21 October, 2016 and Crs. Bingham and Keogh commencing their term as Councillors on 4 November 2016.

## Ordinary Meetings of Council - Councillor Attendance 2016-17

	Cr. Allan Comrie	Cr. David Edwards	Cr. John Spain	Cr. Tonia Dudzik	Cr. Tom Sullivan	Cr. Pat Toohey	Cr. Paul Tatchell	Cr. Jarrod Bingham	Cr. John Keogh
6-Jul-16	✓	✓	✓	✓	✓	Apology	✓		
3-Aug-16	✓	✓	✓	✓	✓	✓	✓		
7-Sep-16	✓	✓	Leave of Absence	✓	✓	✓	✓		
5-Oct-16	✓	✓	✓	✓	✓	✓	✓		
16-Nov-16		✓		✓	✓	✓	✓	✓	✓
7-Dec-16		✓		✓	✓	✓	✓	Apology	✓
1-Feb-17		✓		✓	✓	Apology	Apology	✓	✓
1-Mar-17		✓		✓	✓	✓	✓	✓	✓
5-Apr-17		✓		✓	✓	✓	✓	✓	✓
3-May-17		✓		Apology	✓	✓	✓	✓	✓
7-Jun-17		✓		✓	✓	✓	✓	✓	✓
Number of Meetings	4/4*	11/11	4/4*	10/11	11/11	9/11	10/11	6/7*	7/7*

## Special Meetings of Council - Councillor Attendance 2016-17

	Cr. Allan Comrie	Cr. David Edwards	Cr. John Spain	Cr. Tonia Dudzik	Cr. Tom Sullivan	Cr. Pat Toohey	Cr. Paul Tatchell	Cr. Jarrod Bingham	Cr. John Keogh
14-Sep-16	✓	Apology	Leave of Absence	✓	✓	✓	✓		
7-Nov-16 Stat meeting		✓		✓	✓	✓	✓	✓	✓
21-Dec-16		✓		✓	✓	Apology	✓	✓	✓
8-Feb-17		Apology		✓	✓	✓	Apology	✓	✓
14-Jun-17		✓		✓	✓	✓	✓	Apology	✓
21-Jun-17		✓		✓	✓	✓	✓	✓	✓
Number of Meetings	1/1*	4/6	1/1*	6/6	6/6	5/6	5/6	4/5*	5/5*

\* Apology for non attendance due to leave, other representative duties or work commitments

### Special Delegated Committees

Pursuant to the provisions of section 86 of the Local Government Act 1989, Council may establish one or more special committees consisting of:

- Councillors
- Council staff
- Other persons; or
- Any combination of the above

Section 86 Special Committees are established to assist Council with executing specific functions or duties. By instrument of delegation, Council may delegate to these committees such functions and powers of the Council that it deems appropriate, utilising provisions of the Local Government Act 1989. The Council cannot delegate certain powers as specifically indicated in section 86(4) of the Act.

The following Special Committees have been established by Council under section 86 of the Local Government Act 1989.

- Bacchus Marsh Hall Committee of Management
- Bacchus Marsh Racecourse and Recreation Reserve Committee of Management
- Blacksmith's Cottage and Forge Committee of Management

- Bungaree Public Hall
- Development Assessment Committee
- Dunnstown Recreation Reserve Committee of Management
- Elaine Recreation Reserve Committee of Management
- Gordon Public Hall Committee of Management
- Greendale Recreation Reserves Committee of Management
- Lal Lal Soldiers' Memorial Hall Committee of Management
- Maddingley Park Committee of Management
- Millbrook Community Centre
- Navigators Community Centre
- Rural Growth Strategy Committee
- Urban Growth Strategy Committee
- Wallace Recreation Reserve
- Wallace Public Hall



## Advisory Committees

In addition to the Special Committees of Council with delegated authority established under section 86 of the Local Government Act 1989, Council has the ability to create Advisory Committees by resolution under the provisions of the Act.

The following committees currently have no specific delegated powers to act on behalf of Council or commit Council to any expenditure unless resolved explicitly by Council following recommendation from the Committee. Their function provides substantial expertise to the Council's planning by way of advisory recommendations.

The following Advisory Committees have been established by Council.

- Audit and Risk Committee
- Bacchus Marsh District Trails Advisory Committee
- Bacchus Marsh Leisure Centre Joint Use Management Agreement Advisory Committee
- Heritage Advisory Committee
- Lal Lal Falls Reserve Advisory Committee of Management
- Moorabool Access and Inclusion Advisory Committee
- Moorabool Health and Wellbeing Advisory Committee
- Moorabool Landcare Advisory Committee
- Moorabool Recreation and Leisure Strategic Advisory Committee
- Place Making Committee
- Social Development Committee

## Councillor Code of Conduct

Moorabool Shire Councillors are bound by a Code of Conduct and sign a declaration to abide by this Code. The Code is designed to assist Councillors in maintaining the highest standards of conduct and behaviour as well as providing a means for dealing with conflicts which may occur. The Code is also intended to assist the Mayor, Deputy Mayor and Councillors to discharge their public office appropriately. The Code covers relationships between Councillors and staff, the use of Council resources and dispute resolution procedures. In accordance with section 76C(2) of the Local Government Act 1989, Council reviewed its Councillor Code of Conduct after the general election in October 2016. It adopted its current Councillor Code of Conduct at a Special Meeting of Council on Wednesday 8 February 2017.

The Councillor Code of Conduct can be viewed on Council's website.

## Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the

public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve a Councillor, committee member or staff member 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 conflicts of interest. During 2016-17, 11 conflicts of interest were declared by Councillors at Meetings of Council.

## Councillor Allowances

In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance whilst performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. In this instance Moorabool Shire Council is recognised as a category two Council.

For the period 1 July 2016 to 30 November 2017, the Councillor annual allowance for a category two (2) Council (as defined by the Local Government Act 1989) was fixed at \$24,127 per annum and the allowance for the Mayor was \$74,655 per annum. During 2016-17 the Minister for Local Government approved an adjustment factor increase of 2.5% effective from 1 December 2016 under Section 73B(4) of the Local Government Act 1989. The annual allowances were adjusted for the period 1 December 2016 to 30 June 2017 to \$24,730 per annum for the Councillor allowance and \$76,521 per annum for the Mayoral allowance.





### Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The policy provides guidance for the payment of reimbursement of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council for the 2016-17 year are set out in the following table.

Councillors	TR \$	CM \$	CC \$	IC \$	CT \$	Total \$
Cr. Edwards	-	-	-	275	1,000	1,275
Cr. Toohey	-	-	-	1,643	2,029	3,673
Cr. Sullivan	-	-	-	876	267	1,143
Cr. Comrie	-	-	-	248	461	709
Cr. Dudzik	-	-	-	399	-	399
Cr. Spain	-	-	-	155	-	155
Cr. Tatchell	-	-	-	1,341	-	1,341
Cr. Bingham	-	-	-	234	-	234
Cr. Keogh	-	-	-	211	-	211
				5,383	3,757	9,140

Legend: TR Travel, CM Car Mileage, CC Child Care, IC Information and Communication expenses, CT Conferences and Training expenses.

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

# Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council. The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Council's governance and management checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

## Audit and Risk Committee

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management fostering an ethical environment. The Audit and Risk Committee consists of 2 independent members, Mr. Michael Said (Chair) and Ms. Linda MacRae as well as two Councillors. Independent members are appointed for a three year term. Independent members may be appointed for more than one three year term. The chair is elected from among the independent members.

The Audit and Risk Committee meets five times a year. The Internal Auditor, Chief Executive Officer, General Manager Infrastructure, General Manager Growth and Development, General Manager Social and Organisational Development and Manager Finance attend Audit and Risk Committee meetings. Other management representatives attend as required to present reports.

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



## Internal Audit

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

The Internal Auditor attends each Audit and Risk Committee meeting to report on the status of the Internal Audit 3 Year Plan, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible general manager and manager for each area reviewed are required to review recommendations for improvement and determine management action plans. All audit issues identified are risk rated.

Recommendations are assigned to the responsible manager and tracked in Council's corporate reporting system. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Executive Management Group and the Audit and Risk Committee.

## External Audit

Council is externally audited by the Victorian Auditor-General. For the 2016-17 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend the Audit and Risk Committee in February or May each year to present the annual audit plan. In September each year they present the independent audit report. The external audit management letter and responses are also provided to the Audit and Risk Committee.

## Risk Management

Council's Risk Management Strategy was completed in 2015 with a primary focus being the identification of Council's key operational risks along with confirming current controls or establishing those required. An external risk framework audit was completed and a number of recommendations were made. An action plan has been developed to address these priorities.

Risk Management Reports are provided to each Audit and Risk Committee meeting alternating between operational and strategic risk reporting. Internally a Risk Management Steering Committee operates which includes a focus on a review of service unit risk registers.

# Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment	
<b>1. Community Engagement Policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 2/03/2016	✓
<b>2. Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 2/03/2016	✓
<b>3. Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 05/07/2017	✓
<b>4. Annual Budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 05/07/2017	✓
<b>5. Asset Management Plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Road Asset Management Plan -5/06/2013 Buildings & Structures Asset Management Plan - 3/12/2014 Drainage Asset Management Plan - 3/12/2014 Recreation & Open Space Asset Management Plan - 3/12/2014	✓
<b>6. Rating Strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 04/05/2016	✓
<b>7. Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 12/12/2013	✓
<b>8. Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 24/10/2016	✓
<b>9. Municipal Emergency Management Plan</b> (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: 3/05/2017	✓
<b>10. Procurement Policy</b> (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 7/12/2016	✓
<b>11. Business Continuity Plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of adoption: 23/06/2016	✓
<b>12. Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	No current plan in operation Reason: A Disaster Recovery Plan is currently being developed, and procedures are in place for recovery of business systems and data in the event of disaster.	✗
<b>13. Risk Management Framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 25/03/2015	✓

Governance and Management Items	Assessment	
<b>14. Audit Committee</b> (Advisory Committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 23/03/2004	✓
<b>15. Internal Audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement: 5/08/2015	✓
<b>16. Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1/07/2014	✓
<b>17. Council Plan Reporting</b> (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 Reports Date reports presented: Quarter 1 - 7/11/2016 Quarter 2 - 1/02/2017 Quarter 3 - 3/05/2017 Quarter 4 - 2/08/2017	✓
<b>18. Financial Reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: Quarter 1 - 7/11/2016 Quarter 2 - 1/02/2017 Quarter 3 - 3/05/2017 Quarter 4 - 6/09/2017	✓
<b>19. Risk Reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Six-monthly Reports Date of reports: Half year (Q2) - 8/02/2017 Full year (Q4) - 9/08/2017	✓
<b>20. Performance Reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Six-monthly Reports Date of reports: Half year (Q2) - 8/02/2017 Full year (Q4) - 5/09/2017	✓
<b>21. Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Report presented to Council Date statements presented: 5/10/2016	✓
<b>22. Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 8/02/2017	✓
<b>23. Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of reviews: 5/07/2017, 4/09/2013	✓
<b>24. Meeting Procedures</b> (a local law governing the conduct of meetings of Council and Special Committees)	Meeting Procedures Local Law made in accordance with section 91(1) of the Act Date Local Law made: 29/06/2016	✓

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



**Rob Croxford**

Chief Executive Officer

Dated: 26/07/2017.



**Cr David Edwards**

Mayor

Dated: 1 Aug 17



# Statutory Information

## Documents Available for Public Inspection

In accordance with the Local Government (General) Regulations 2015, the following two registers of prescribed documents are available for public inspection.

### 1. REGISTER OF INTERESTS

Sections 81(9) and 81(10) of the Local Government Act 1989 Number 11, state that the Chief Executive Officer must maintain a register of interests of Councillors, Special Committee members and nominated officers, and that a person wishing to view the register must make a written application to the Chief Executive Officer by completing the form Application to Inspect Register of Interests. This form is available from Council upon request, and may also be downloaded from Council's website.

### 2. PRESCRIBED DOCUMENTS REGISTER

Regulation 12 of the Local Government (General) Regulations 2015, states that Council must make available for public inspection the following prescribed documents:

- (a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months;
- (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 the 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 the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Any person wishing to view Prescribed Documents must make a written application to the Chief Executive Officer by completing the form Application to Inspect Prescribed Documents. This form is available from Council upon request, and may also be downloaded from Council's website.

## Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council is required to publish certain statements in its Annual Report or separately, such as on its website, concerning its functions and available information. Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Access to documents may be obtained through a written request to the Freedom of Information Officer, as detailed in section 17 of the Freedom of Information Act 1982 and in the summary as follows:

- It should be in writing.
- It should identify as clearly as possible which document is being requested.
- It should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

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

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

Further information regarding FOI can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au) and on the Moorabool Shire Council website.

In 2016/17, Council administered six (6) Freedom of Information requests with seven (7) requests to be administered in the next financial year 2017/18:

Requests granted in full	2
Requests granted in part, subject to specific exemptions	1
Requests denied in full, subject to specific exemptions	1
Requests being processed as of June 30 2015	2
Other: (where requests were withdrawn, or not proceeded with under the FOI Act or no documents existed)	4
<b>Total</b>	<b>10</b>

### Protected Disclosure Act 2013

The Protected Disclosure Act 2012 commenced operation on 11 February 2013. The purpose of the Protected Disclosure Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies. The Act provides protection to whistleblowers who make disclosures in accordance with the Act, and establishes a system for the matters disclosed to be investigated and action to be taken.

In accordance with the Protected Disclosure Act, Council reports the following:

Disclosures made to the Council	0
Disclosures referred to Independent Broad-based Anti-corruption Commission (IBAC) for determination as to whether they are public interest disclosures	0
Disclosed matters referred to the Council by IBAC	0
Disclosed matters referred by Council to IBAC or the Ombudsman for investigation	0
Investigations of disclosed matters taken over by IBAC or the Ombudsman from Council	0
Disclosed matters that the Council has declined to investigate	0
Disclosed matters that were substantiated on investigation and the action taken on completion of the investigation	0
Recommendations of IBAC or the Ombudsman under the Act that relate to the Council	0

### Infrastructure and Development Contributions

Council received no developer contributions in the period 1 July 2016 to 30 June 2017.

### Carers Recognition Act 2012

The Carers Recognition Act 2012 sets out principles that recognise and support people in care relationships and includes obligations for State government, Councils, and organisations that support people in care relationships.

#### MOORABOOL SHIRE COUNCIL MEETS ITS OBLIGATIONS BY ENSURING:

- Carers and families are treated with respect and dignity.
- Carers and families receive a timely response.
- Carers and families feel empowered and we strengthen our relationships with carers over time.
- Approach is individualised, flexible and culturally sensitive.
- Carers and families are well informed of their role and rights.
- Most important is their right to be involved.

#### MOORABOOL SHIRE COUNCIL ADHERES TO THESE POLICIES BY:

- Distributing information about the Act and the Charter to carers, and making copies of the Charter available to people.
- Including information about the Act and Charter in existing information kits.
- Putting the Act and Charter poster on notice boards and information in reception areas.
- Using networks such as organisational or carer support groups and programs, to promote the Act and Charter.

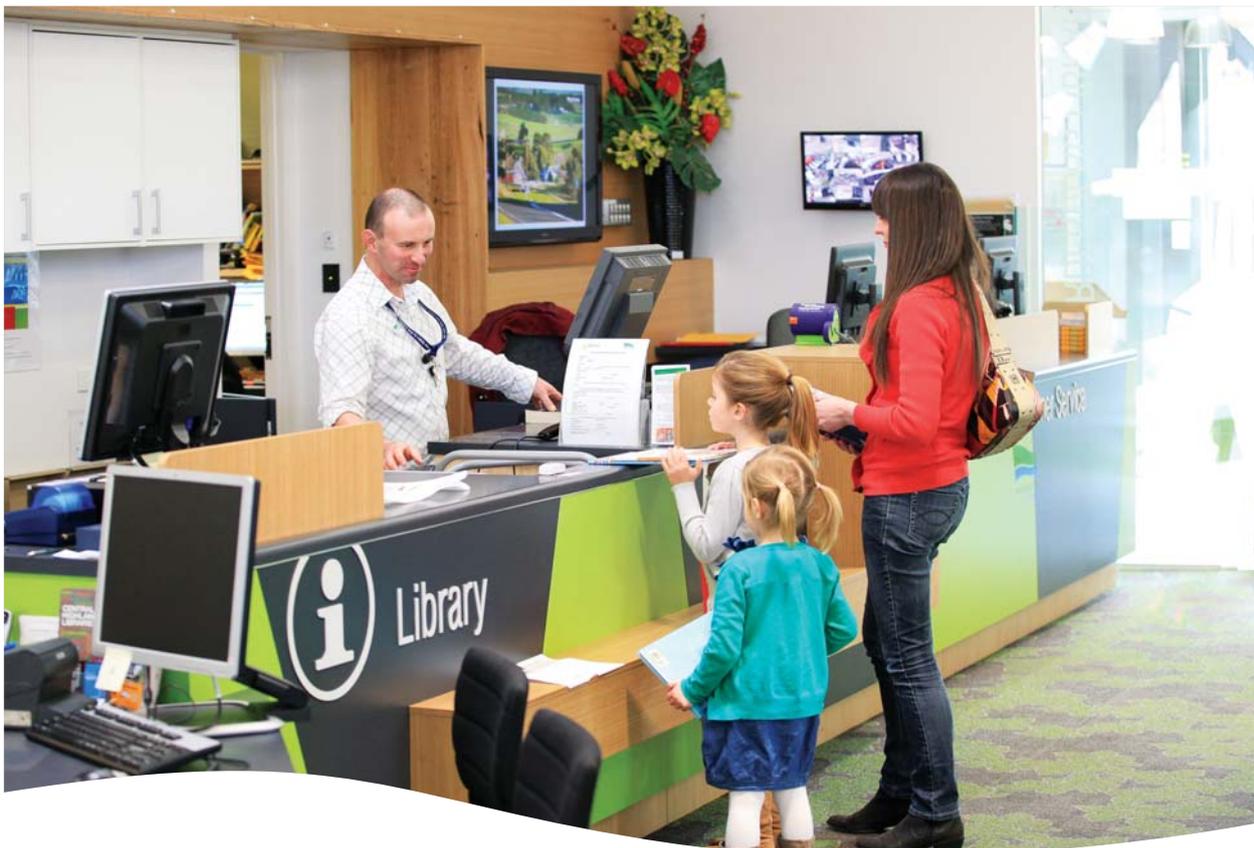


# Grants Summary

## Moorabool Shire Grants Received 2016-17

The Moorabool Shire relies on funding from other levels of government to deliver community outcomes in services and projects. The following tables summarise the grants applied for and list those that were successful.

Grant Application Summary for 2016/17 (includes 7 grants carried forward from 2015/16)				
Month	New	Successful	Unsuccessful	Pending
July	0	0	0	7
August	0	0	0	7
September	1	0	0	8
October	2	1	2	7
November	1	0	1	7
December	1	3	0	5
January	2	3	2	2
February	2	2	0	2
March	2	1	0	3
April	1	1	0	3
May	4	2	0	5
June	1	3	0	3
End of Year Figures	17	16	5	3



Summary of Successful Grants for 2016/17

Sports & Recreation Vic - Community Sport Infrastructure Fund (CSIF) - Round 2

**MASONS LANE OVAL 1 SPORTSGROUND LIGHTING**

Funding of \$100,000 was obtained from Sports & Recreation Victoria towards this \$200,000 project to install sportsground lighting at Masons Lane Oval 1.

Sports & Recreation Vic - Community Sport Infrastructure Fund (CSIF) - Round 2

**BACCHUS MARSH BMX TRACK DEVELOPMENT PROJECT**

Funding of \$50,000 was obtained from Sports & Recreation Victoria towards this \$130,000 project to construct a BMX track at the Bacchus Marsh Racecourse Recreation Reserve.

Sports & Recreation Vic - Community Sport Infrastructure Fund (CSIF) - Round 2

**BACCHUS MARSH RACECOURSE RECREATION RESERVE - CRICKET DEVELOPMENT PROJECT**

Funding of \$100,000 was obtained from Sports & Recreation Victoria towards this \$570,000 project to implement Stage 1 of the Moorabool Regional Community Sports Hub and develop a sportsground with a 2 soccer pitch overlay.

Sports & Recreation Vic - Community Sport Infrastructure Fund (CSIF) - Round 2

**MOORABOOL INDOOR STADIUM FEASIBILITY STUDY**

Funding of \$30,000 was obtained from Sports & Recreation Victoria towards this \$45,000 project to undertake an Indoor Recreation Facility Feasibility Study to determine the future provision/location of indoor recreation facilities across the Shire.

DHHS - Children's Week 2016

**MOORABOOL CHILDREN'S WEEK ACTIVITIES**

Funding of \$500 was obtained from the Department of Health and Human Services to support Moorabool's activities for Children's Week 2016.

Country Fire Authority – Fire Access Road Subsidy Scheme (FARSS) 2017

**UPGRADE OF BALLARK ROAD, BUNGAL**

Funding of \$3,000 was obtained from the CFA towards this \$4,850 project to relocate a water tank from Ballan Fire Station to Ballark Road Bungal, for the Mt Egerton Fire Brigade.

DELWP - Emergency Management Victoria

**CLARENDON COMMUNITY HUB PROJECT**

Funding of \$300,000 was obtained from Emergency Management Victoria for the development of the Clarendon Community Hub as part of the Scotsburn Fire Community Recovery commitment by the State Government. The hub will be developed in line with the Recreation Reserve Masterplan.

DHHS - National Youth Week 2017

**MOORABOOL ALL ABILITIES AFL COMMUNITY CUP PROJECT**

Funding of \$2,000 was obtained from the Department of Health and Human Services to support this National Youth Week project.

VicHealth H30 Challenge Marketing Grant

**MOORABOOL VICHEALTH H30 CHALLENGE CAMPAIGN**

Funding of \$10,000 was obtained from VicHealth towards this \$12,300 project to run the challenge campaign, encouraging Victorians to make a simple 30-day pledge to replace every sugary drink they would normally drink with water.

Summary of Successful Grants for 2016/17

**DHHS / EMV - Bushfire Recovery Funding**

**MOORABOOL SHIRE AND BALLARAT CITY SCOTSBURN 2015 BUSHFIRE RECOVERY**

Funding of \$80,000 was obtained from the Department of Health and Human Services / Emergency Management Victoria for continuation of the Scotsburn Fire Recovery Coordinator position for a further 9 months to work across MSC and City of Ballarat.

**Agriculture Victoria - Agriculture Infrastructure and Jobs Fund - Local Roads to Market Program  
SEALING TRIGGS ROAD, BUNGAREE**

Funding of \$407,971 (ex GST) was obtained from Agriculture Victoria for sealing works to be carried out on Triggs Road, Bungaree.

**Agriculture Victoria - Agriculture Infrastructure and Jobs Fund - Local Roads to Market Program  
WOOLPACK ROAD WIDENING AND BRIDGE STRENGTHENING, BACCHUS MARSH**

Funding of \$20,000 was obtained from Agriculture Victoria to undertake bridge testing on the two existing bridges on Woolpack Road to inform future funding applications for infrastructure upgrades.

**VicHealth – Walk to School Grants 2017**

**WALK TO SCHOOL PROGRAM**

Funding of \$10,000 was obtained from VicHealth towards delivering engagement activities with local primary schools and undertaking community initiatives to support active travel among primary-school children and their families in October 2017.

**LGV - Local Government Listen, Learn and Lead Gender Equity Program 2017**

Funding of \$5,000 was obtained from Local Government Victoria to support a Council Officer to undertake the role of a 'Listen, Learn and Lead Program Coordinator' over the course of the 13 week Local Government Listen, Learn and Lead Gender Equity Program.

**DHHS / MAV - Implementation of Smoking Bans in Outdoor Areas**

Funding of \$7,700 was provided by the Department of Health and Human Services via the Municipal Association of Victoria to assist Council with implementation of the new bans on smoking in outdoor areas that take effect from 1 August 2017.

**DELWP - Collaborative Council - Sustainability Fund Partnerships (CCSFP) Program - Round 3  
ESD SUBDIVISION POLICY - PROOF OF CONCEPT FOR REGIONAL VICTORIA**

Funding of \$65,000 was provided by the Department of Environment, Land, Water and Planning for this collaborative \$151,100 project involving 8 regional Councils: Wodonga (lead), Wangaratta, Shepparton, Ballarat, Baw Baw, Geelong, Bendigo and Moorabool.





## **Part Five:** Performance Statement

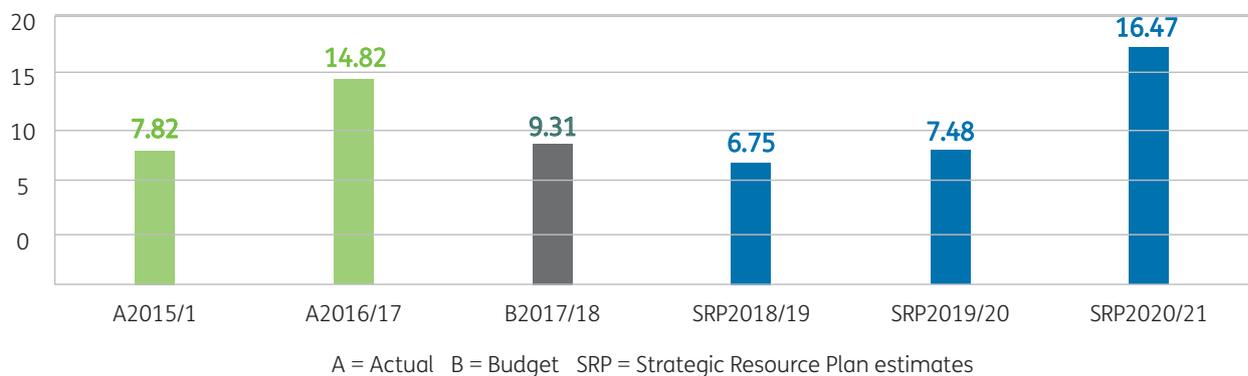




# Summary of Financial Position

The graphs and commentary below highlight the significant measures for the 2016/17 financial year and going forward for the Adopted Strategic Financial Plan. It shows that 2016/17 was an improvement on previous years and this improved financial position is forecast to continue through to 2020/21.

## Operating Result

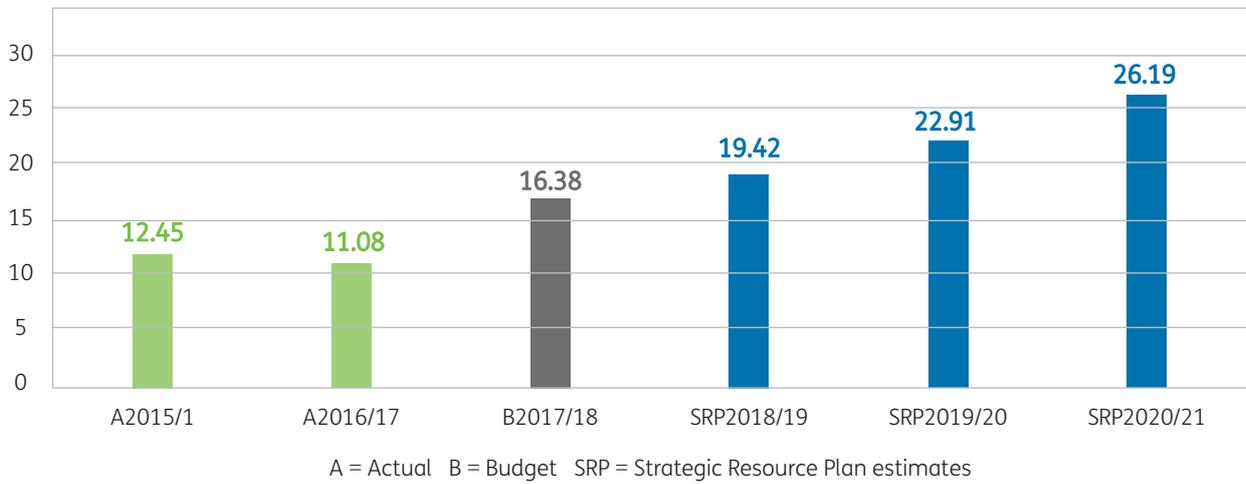


The operating result for the 2016/17 year is a surplus of \$14.82 million, which is an increase of \$7.00 million from 2015/16. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is a surplus of \$3.64 million - an increase of \$4.74 million from 2015/16.

The future outlook is also strong. The budgeted operating result for the 2017/18 year is a surplus of \$9.311 million and the trend going forward to 2020/21 is steady increases up to \$16.47 million.



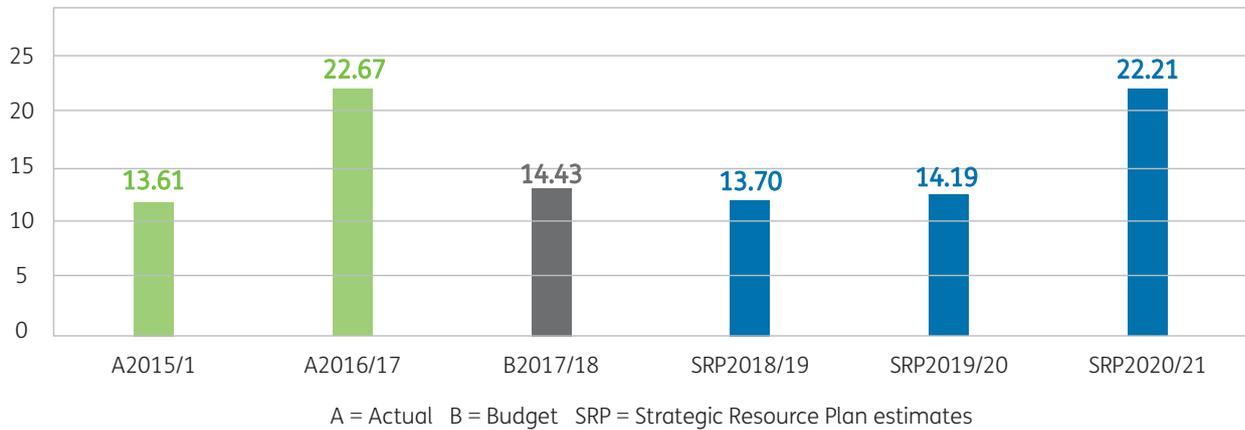
### Cash and investments



Cash and investments are expected to increase over the next few years. The balance of cash as at 30 June 2017 is \$11.08 million and is forecast to increase to \$26.19 million by the end of 2020/21. The increase in cash levels reflect Council’s desire to ensure that it can settle future financial obligations and liabilities whilst ensuring it can continue to invest in capital works and service expansion for a rapidly growing Shire.

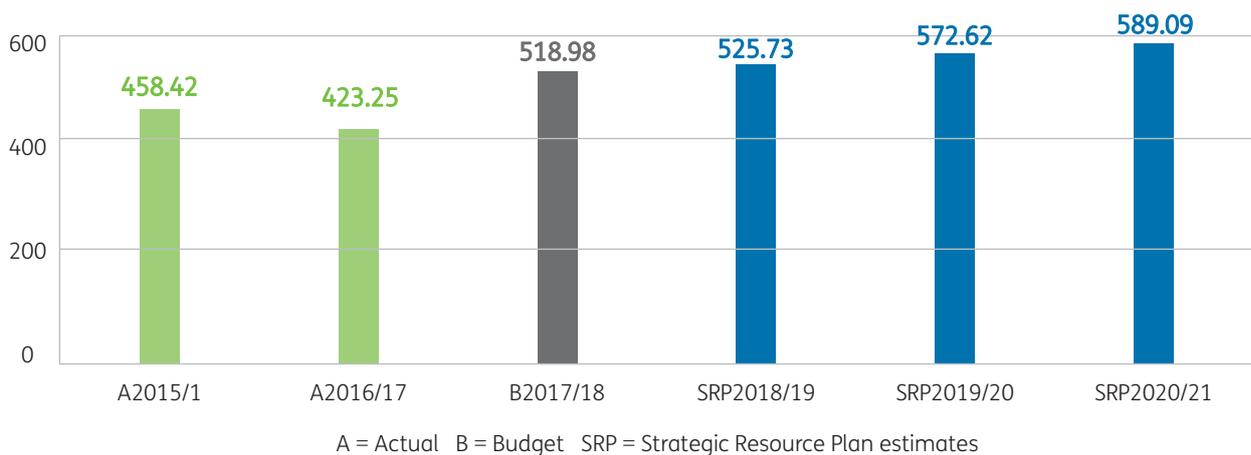


### Capital works



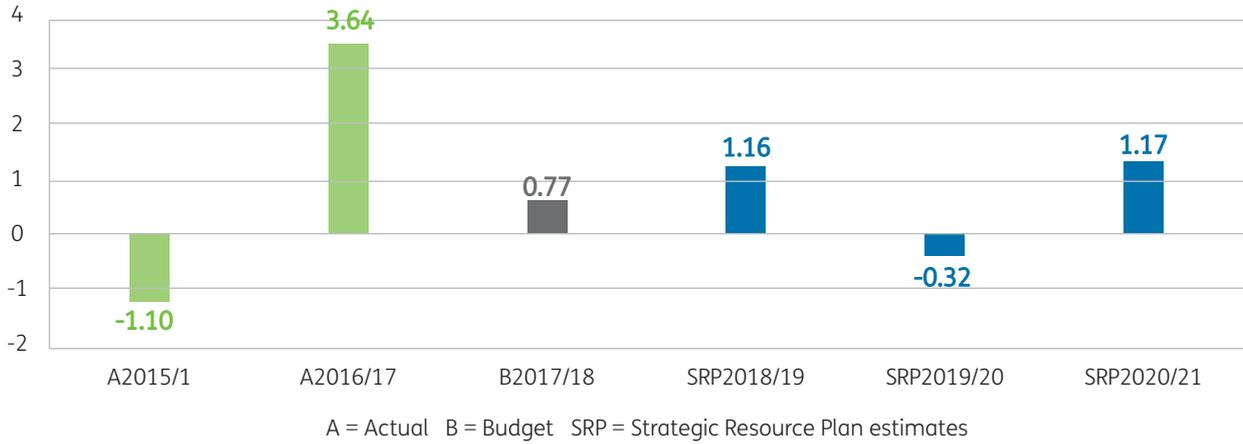
The Capital Works Program for the 2016/17 year was \$22.67 million. This is significantly higher than last financial year due to the completion of the Darley Early Years Hub and the continuation of the Halletts Way Southern Connection. The Capital Expenditure Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. The future outlook for the Capital Works Program in the coming years is strong.

### Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$45.74 million to \$518.98 million, and net current assets (working capital) will increase by \$4.62 million to \$12.210 million as at 30 June 2018. The table shows a steady increase in net assets through to the 2020/21 financial year.

### Financial sustainability



The adjusted underlying result, which is a measure of financial sustainability, shows consistent surpluses over the four year period of the Strategic Resource Plan. This represents a significant overall improvement in the long term sustainability of Moorabool Shire Council and is an area that Council has worked hard to improve over the last 5 years.

2016/17 saw a significant improvement in Councils’ adjusted underlying result with a underlying surplus of \$3.64 million. Whilst the bulk of the surplus was attributed to Council receiving early payment of Financial Assistance Grants amounting to \$3.045m, Moorabool Shire would have generated a surplus even if this amount was excluded. This was the first year in Moorabool’s history that it recorded an underlying surplus and this trend is forecast to continue for three of the next four years. In a rate cap environment, it is critical that Council aims to generate an underlying surplus on an annual basis.



# Performance Statement

## Moorabool Shire Council - 2016-17 Performance Statement

### Description of Municipality

Moorabool Shire is a fast growing semi-rural municipality nestled between Melbourne, Geelong and Ballarat. Moorabool's eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary. The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong.

Spanning more than 2,110 square kilometres, Moorabool is made up of 64 localities, hamlets and towns. More than 74% of the Shire comprises of water catchments, state forests and national parks.

The population of Moorabool Shire in 2016 is 32,311. More than half the population lives in Bacchus Marsh and surrounds (18,535). The Shire's second largest population can be found in and around Ballan (3,010). The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire.

The population of the Shire is estimated to increase by 65% between 2016 and 2041 to 53,270. The majority of growth during this period will come from the new estates in Maddingley which are forecast to increase by over 200% during this same period.

### Sustainable Capacity Indicators - for the year ended 30 June 2017

LGV Ref	Indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations and Comments
C1	<p>Population</p> <p><b>EXPENSES PER HEAD OF MUNICIPAL POPULATION</b></p> <p>[Total expenses / Municipal population]</p>	\$1,352.32	\$1,410.85	\$1,400.93	No Material Variations
C2	<p><b>INFRASTRUCTURE PER HEAD OF MUNICIPAL POPULATION</b></p> <p>[Value of infrastructure / Municipal population]</p>	\$12,782.93	\$14,704.57	\$13,417.99	No Material Variations
C3	<p><b>POPULATION DENSITY PER LENGTH OF ROAD</b></p> <p>[Municipal population / Kilometres of local roads]</p>	21.48	21.97	22.48	No Material Variations
C4	<p>Own-source revenue</p> <p><b>OWN-SOURCE REVENUE PER HEAD OF MUNICIPAL POPULATION</b></p> <p>[Own-source revenue / Municipal population]</p>	\$903.51	\$1,089.31	\$1,042.59	No Material Variations
C5	<p>Recurrent grants</p> <p><b>RECURRENT GRANTS PER HEAD OF MUNICIPAL POPULATION</b></p> <p>[Recurrent grants / Municipal population]</p>	\$431.03	\$268.03	\$445.23	The early payment of Financial Assistance Grants in the 2016/17 year is the primary reason for the increase in this ratio.
C6	<p>Disadvantage</p> <p><b>RELATIVE SOCIO-ECONOMIC DISADVANTAGE</b></p> <p>[Index of Relative Socio-Economic Disadvantage by decile]</p>	7.00	7.00	7.00	No Material Variations

### Sustainable Capacity Indicators – Definitions

“Adjusted underlying revenue” means total income other than:

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

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

“Local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

“Population” means the resident population estimated by Council

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

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

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

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

### Service Performance Indicators - for the year ended 30 June 2017

LGV Ref	Indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations and Comments
AF6	<p><b>Aquatic Facilities</b> <b>UTILISATION</b></p> <p>Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]</p>	0.28	0.23	0.26	Bacchus Marsh and Ballan Pool had a small decrease in their utilisation compared to the previous year. This was largely due to the pools not being open on cooler days (below 25 degrees) resulting in lower attendances.
AM4	<p><b>Animal Management</b> <b>HEALTH AND SAFETY</b></p> <p>Animal management prosecutions [Number of successful animal management prosecutions]</p>	0.00	0.00	2.00	Prosecutions are undertaken as a last resort, our process is to work with offenders to comply with legislation. There were however 2 animal management prosecutions for the reporting
FS4	<p><b>Food Safety</b> <b>HEALTH AND SAFETY</b></p> <p>Critical and major non-compliance outcome notifications [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</p>	89.00%	83.33%	94.74%	From 1 July 2016, ‘Critical and major non-compliance outcome notifications’ will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
G5	<p><b>Governance</b> <b>SATISFACTION</b></p> <p>Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	50.00	48.00	49.00	No Material Variations

LGV Ref	Indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations and Comments
HC6	<p><b>Home and Community Care (HACC)</b></p> <p><b>PARTICIPATION</b></p> <p>Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100</p>	30.24%	32.67%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
HC7	<p><b>PARTICIPATION</b></p> <p>Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</p>	12.98%	18.97%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
LB4	<p><b>Libraries</b></p> <p><b>PARTICIPATION</b></p> <p>Active library members [Number of active library members / Municipal population] x100</p>	12.00%	9.24%	9.18%	No Material Variations
MC4	<p><b>Maternal and Child Health (MCH)</b></p> <p><b>PARTICIPATION</b></p> <p>MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	82.00%	76.86%	77.28%	No Material Variations
MC5	<p><b>PARTICIPATION</b></p> <p>Participation in the MCH service by Aboriginal children [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>	78.00%	71.79%	71.79%	These figures are provided by the Municipal Association of Victoria from their Child Development Information System (CDIS)
R5	<p><b>Roads</b></p> <p><b>SATISFACTION</b></p> <p>R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	43.00	47.00	43.00	No Material Variations
SP4	<p><b>Statutory Planning</b></p> <p><b>DECISION MAKING</b></p> <p>SP4 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</p>	89.00%	27.27%	33.33%	There were fewer contentions applications in the current reporting period, leading to a greater number of Council decisions being upheld over the previous period
WCS5	<p><b>Waste Collection</b></p> <p><b>WASTE DIVERSION</b></p> <p>Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	33.00%	35.07%	36.91%	No Material Variations

## Service Performance Indicators - Definitions

“Aboriginal child” means a child who is an Aboriginal person.

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006.

“Active library member” means a member of a library who has borrowed a book from the library.

“Annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act.

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

“Class 1 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act.

“Class 2 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act.

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

“Critical non-compliance outcome notification” means a notification received by Council under section 19N(3).

or (4) of the Food Act 1984, or advice given to Council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

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

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

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

“Local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.

“Major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

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

“Population” means the resident population estimated by Council.

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

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a Council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.



## Financial Performance Indicators - for the year ended 30 June 2017

LGV Ref	Dimension/indicator/measure	Results 2015	Results 2016	Results 2017	F/casts 2018	2019	2020	2021
E1	<b>Efficiency</b> <b>REVENUE LEVEL</b> Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,392.85	\$1,460.85	\$1,512.85	\$1,543.16	\$1,574.08	\$1,605.54	\$1,637.65
	<b>Material Variations</b> No Material Variations							
E2	<b>EXPENDITURE LEVEL</b> Expenses per property assessment [Total expenses / Number of property assessments]	\$2,665.52	\$2,677.65	\$2,798.23	\$2,731.44	\$2,779.64	\$2,939.64	\$2,925.20
	<b>Material Variations</b> No Material Variations							
E3	<b>Workforce</b> <b>TURNOVER</b> Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.89%	9.91%	14.98%	8.99%	8.79%	8.73%	8.65%
	<b>Material Variations</b> A number of long-serving staff retired or left Council during the 2016/17 year.							
L1	<b>Liquidity</b> <b>WORKING CAPITAL</b> Current assets compared to current liabilities [Current assets / Current liabilities] x100	183.45%	195.20%	163.58%	221.80%	242.49%	264.42%	210.68%
	<b>Material Variations</b> This ratio was unfavorably impacted by timing delays. Council decided to defer \$2.790m in loan borrowings until the 2017/18 year (as a result of receiving an early payment of Financial Assistance Grants in 2016/17). In addition to this, the construction of Halletts Way in 2016/17 was budgeted to be funded partly from Developer Contributions. As at 30 June 2017, an estimated \$2.385m in Developer Contributions were yet to be received.							

L2	<b>UNRESTRICTED CASH</b> Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	42.66%	33.65%	37.46%	111.92%	170.66%	194.63%	160.04%
<b>Material Variations</b>								
Unrestricted cash levels were low due a number of timing related issues. This included \$0.972m in overpayments made to the SRO relating to the Fire Services Property Levy (this amount was subsequently repaid to Moorabool Shire in early July 2017). In addition to this, Council had \$1.606m in Flood Recovery payments owing that were not received by 30 June. Also, Council decided to defer \$2.790m in loan borrowings from the 2016/17 year to the 2017/18 year (as a result of receiving early payment of Financial Assistance Grants in 2016/17). Lastly, the construction of Halletts Way in 2016/17 was budgeted to be funded partly from Developer Contributions. As at 30 June 2017, an estimated \$2.385m in Developer Contributions were yet to be received.								
O1	<b>Obligations ASSET RENEWAL</b> Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	99.79%	118.98%	104.74%	112.38%	101.48%	93.72%	139.89%
<b>Material Variations</b>								
Asset renewal expenditure for the 2017 Actual was greater than anticipated due in large part to the receipt of additional Blackspot funding. Over the long term, asset renewal expenditure is expected to progressively increase. This is due to an increase in Councils capacity to internally fund asset renewal with a reduced reliance on government grants to fund future programs.								
O2	<b>LOANS AND BORROWINGS</b> Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	43.54%	51.28%	43.93%	47.95%	53.23%	53.97%	51.51%
<b>Material Variations</b>								
Decreased due to a deferral of \$2.790m in loan borrowings to the 2017/18 financial year								
O3	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	8.84%	7.46%	7.17%	6.72%	5.85%	5.67%	4.25%
<b>Material Variations</b>								
No Material Variations								

04	<b>INDEBTEDNESS</b> Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	41.11%	44.51%	37.68%	44.95%	49.68%	51.36%	38.89%
<b>Material Variations</b>								
Decreased due to a deferral of \$2.790m in loan borrowings to the 2017/18 financial year. In addition to this, a number of long-serving staff retired or left Council during the 2016/17 year resulting in a reduction in the value of noncurrent employee entitlements.								
OP1	<b>Operating position ADJUSTED UNDERLYING RESULT</b> Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-0.43%	-2.64%	7.44%	1.68%	2.45%	-0.64%	2.28%
<b>Material Variations</b>								
The underlying result is skewed due to the early payment of Financial Assistance Grants which inflated recurrent revenues by \$3.045m in the 2016/17 reporting year. If the impact of early payment of Financial Assistance Grants is removed, Moorabool Shire would have generated an underlying surplus of 1.30% which represents an overall positive trend movement.								
S1	<b>Stability RATES CONCENTRATION</b> Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	66.36%	70.41%	63.31%	70.28%	69.89%	69.54%	69.21%
<b>Material Variations</b>								
The early payment of Financial Assistance Grants in the 2016/17 year is the primary reason for the reduction in this ratio.								
S2	<b>RATES EFFORT</b> Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.48%	0.50%	0.49%	0.49%	0.50%	0.50%	0.50%
<b>Material Variations</b>								
No Material Variations								

## Financial Performance Indicators – Definitions

“Adjusted underlying revenue” means total income other than:

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

“Adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure.

“Asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

“Current assets” has the same meaning as in the AAS.

“Current liabilities” has the same meaning as in the AAS.

“Non-current assets” means all assets other than current assets.

“Non-current liabilities” means all liabilities other than current liabilities.

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

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

“Population” means the resident population estimated by Council.

“Rate revenue” means revenue from general rates, municipal charges, service rates and service charges.

“Recurrent grant” means a grant other than a non-recurrent grant.

“Residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

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

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



### Other Information - Basis of Preparation

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

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan.

The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 5 July 2017 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.



## 2016-17 Performance Statement

### Certification of the performance statement

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



**Steven Ivelja CPA**  
**Principal Accounting Officer**  
**Dated:** 6 September 2017

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

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

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

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



**Cr. Tonia Dudzik**  
**Councillor**  
**Dated:** 6 September 2017

**Cr. Paul Tatchell**  
**Councillor**  
**Dated:** 6 September 2017



**Rob Croxford**  
**Chief Executive Officer**  
**Dated:** 6 September 2017



Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Moorabool Shire Council

#### Opinion

I have audited the accompanying performance statement of Moorabool Shire Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Moorabool Shire Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

#### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.

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

#### Councillors' responsibilities for the performance statement

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

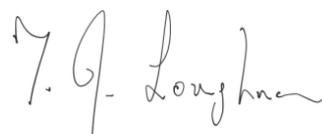
**Auditor's responsibilities for the audit of the performance statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

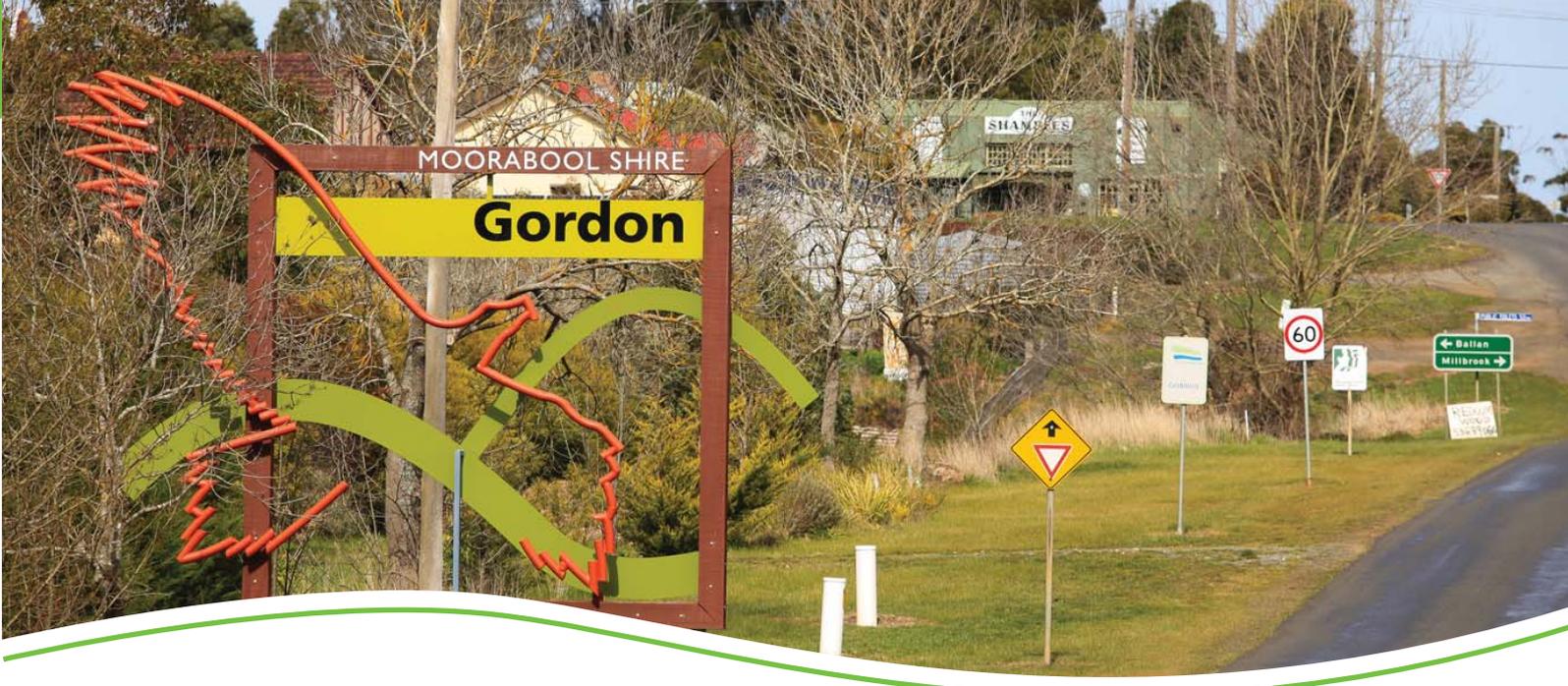
- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Tim Loughnan  
as delegate for the Auditor-General of Victoria

MELBOURNE  
14 September 2017



## Part Six: Financial Statements





Moorabool Shire Council  
2016/2017 Financial Report  
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Certification of the Financial Statements  
Independent Auditor's Report

Comprehensive Income Statement  
For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Income</b>			
Rates and charges	3	30,987	29,331
Statutory fees and fines	4	618	448
User fees	5	2,035	1,918
Grants - operating	6	12,858	6,518
Grants - capital	6	8,385	4,699
Contributions - monetary	7	190	1,254
Contributions - non-monetary	7	4,978	5,481
Other income	9	3,942	2,612
<b>Total Income</b>		<b>63,992</b>	<b>52,261</b>
<b>Expenses</b>			
Employee costs	10	(17,602)	(17,729)
Materials and services	11	(18,081)	(15,854)
Bad and doubtful debts	12	(5)	(58)
Depreciation and amortisation	13	(8,209)	(7,398)
Borrowing costs	14	(790)	(724)
Loss on disposal of property, infrastructure, plant and equipment and investment properties	8	(3,866)	(1,682)
Loss on revaluation		-	(324)
Other expenses	15	(616)	(667)
<b>Total Expenses</b>		<b>(49,169)</b>	<b>(44,436)</b>
<b>Surplus/(deficit) for the year</b>		<b>14,823</b>	<b>7,825</b>
<b>Other comprehensive income</b>			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	26(a)	-	15,707
<b>Total comprehensive Result</b>		<b>14,823</b>	<b>23,532</b>

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

*Moorabool Shire Council  
2016/2017 Financial Report*

**Balance Sheet  
As at 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	11,075	12,452
Trade and other receivables	17	5,521	4,978
Inventories	18	24	21
Non-current assets classified as held for sale	19	-	991
Other assets	20	2,911	1,412
<b>Total current assets</b>		<b>19,530</b>	<b>19,854</b>
<b>Non-current assets</b>			
Trade and other receivables	17	133	126
Property, infrastructure, plant and equipment	21	478,226	463,135
<b>Total non-current assets</b>		<b>478,359</b>	<b>463,261</b>
<b>Total assets</b>		<b>497,890</b>	<b>483,115</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	22	5,674	3,795
Trust funds and deposits	23	736	781
Provisions	24	4,165	4,164
Interest-bearing loans and borrowings	25	1,364	1,431
<b>Total current liabilities</b>		<b>11,939</b>	<b>10,171</b>
<b>Non-current liabilities</b>			
Provisions	24	457	909
Interest-bearing loans and borrowings	25	12,247	13,611
<b>Total non-current liabilities</b>		<b>12,705</b>	<b>14,520</b>
<b>Total liabilities</b>		<b>24,644</b>	<b>24,692</b>
<b>Net assets</b>		<b>473,246</b>	<b>458,423</b>
<b>Equity</b>			
Accumulated surplus		151,333	138,035
Reserves	26	321,913	320,388
<b>Total Equity</b>		<b>473,246</b>	<b>458,423</b>

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

Statement of Changes in Equity  
For the Year Ended 30 June 2017

2017	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		458,423	138,035	314,680	5,708
Surplus/(deficit) for the year	26a	14,823	14,823	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	26b	-	(2,036)	-	2,036
Transfers from other reserves	26b	-	512	-	(512)
<b>Balance at end of the financial year</b>		<b>473,246</b>	<b>151,333</b>	<b>314,680</b>	<b>7,232</b>

2016	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		434,891	131,611	298,973	4,307
Surplus/(deficit) for the year	26a	7,825	7,825	-	-
Net asset revaluation increment/(decrement)		15,707	-	15,707	-
Transfers to other reserves	26b	-	(2,455)	-	2,455
Transfers from other reserves	26b	-	1,055	-	(1,055)
<b>Balance at end of the financial year</b>		<b>458,423</b>	<b>138,035</b>	<b>314,680</b>	<b>5,708</b>

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

Moorabool Shire Council  
2016/2017 Financial Report

## Statement of Cash Flows For the Year Ended 30 June 2017

	2017	2016
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$'000	\$'000
<b>Cash flows from operating activities</b>		
Rates and charges	30,627	29,209
Statutory fees and fines	618	448
User fees (inclusive of GST)	2,283	1,546
Grants - operating	12,858	6,518
Grants - capital	8,385	4,699
Contributions - monetary	190	1,254
Interest received	402	431
Trust funds and deposits taken	408	634
Other receipts (inclusive of GST)	4,038	2,286
Net GST refund/payment	2,920	2,555
Employee costs	(18,053)	(17,394)
Materials and services (inclusive of GST)	(21,311)	(19,774)
Trust funds and deposits repaid	(452)	(452)
Other payments	(620)	(725)
<b>Net cash provided by (used in) operating activities</b>	<b>27</b> <u>22,290</u>	<u>11,233</u>
<b>Cash flows from investing activities</b>		
Payments for property, infrastructure, plant and equipment	(22,674)	(13,606)
Proceeds from sale of property, infrastructure, plant and equipment	1,229	364
<b>Net cash provided by (used in) investing activities</b>	<u>(21,445)</u>	<u>(13,242)</u>
<b>Cash flows from financing activities</b>		
Finance costs	(790)	(724)
Proceeds from borrowings	-	4,476
Repayment of borrowings	(1,431)	(1,464)
<b>Net cash provided by (used in) financing activities</b>	<u>(2,222)</u>	<u>2,287</u>
Net increase (decrease) in cash and cash equivalents	(1,377)	279
Cash and cash equivalents at the beginning of the financial year	12,452	12,173
<b>Cash and cash equivalents at the end of the financial year</b>	<b>16</b> <u>11,075</u>	<u>12,452</u>
Financing arrangements	28	
Restrictions on cash assets	16	

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

Moorabool Shire Council  
2016/2017 Financial Report

## Statement of Capital Works For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Property</b>			
Land		50	50
Buildings		3,744	2,084
<b>Total property</b>		<b>3,794</b>	<b>2,134</b>
<b>Plant and equipment</b>			
Plant, machinery and equipment		1,285	1,382
Computers and telecommunications		59	12
Library books		93	100
<b>Total plant and equipment</b>		<b>1,438</b>	<b>1,494</b>
<b>Infrastructure</b>			
Roads		16,032	7,674
Bridges		504	809
Footpaths and cycleways		409	826
Drainage		-	144
Recreational, leisure and community facilities		251	280
Parks, open space and streetscapes		124	4
Other infrastructure		123	242
<b>Total infrastructure</b>		<b>17,442</b>	<b>9,978</b>
<b>Total capital works expenditure</b>		<b>22,674</b>	<b>13,606</b>
<b>Represented by:</b>			
New asset expenditure		10,253	2,175
Asset renewal expenditure		8,598	8,802
Asset upgrade expenditure		3,823	2,628
<b>Total capital works expenditure</b>		<b>22,674</b>	<b>13,606</b>

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

**Introduction**

Moorabool Shire Council was established by an Order of the Governor in Council on Friday, 6 May 1994 and is a body corporate. The Council's main office is located at 15 Stead Street, Ballan.

**Statement of Compliance**

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

**Note 1 Significant accounting policies****(a) Basis of accounting**

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (k) )
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (l) )
- the determination of employee provisions (refer to note 1 (r) )

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

**(b) Change in accounting policies**

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

**(c) Committees of management**

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

**(d) Revenue recognition**

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

*Rates and charges*

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

*Statutory fees and fines*

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

*User fees*

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

*Grants*

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

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

**Note 1 Significant accounting policies (cont.)****(d) Revenue recognition (cont.)***Contributions*

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

*Sale of property, infrastructure, plant and equipment*

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

*Interest*

Interest is recognised as it is earned.

*Dividends*

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

*Other Income*

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

**(e) Fair value measurement**

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

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

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

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

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

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

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

**(f) Cash and cash equivalents**

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

**(g) Trade and other receivables**

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(h) Other financial assets**

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

**(i) Inventories**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**Note 1 Significant accounting policies (cont.)****(j) Non-current assets classified as held for sale**

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

**(k) Recognition and measurement of property, plant and equipment, infrastructure, intangibles****Acquisition**

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

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

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

**Revaluation**

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21 Property, infrastructure, plant and equipment, and infrastructure.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis up to every 5 years. The valuation is performed either by experienced Council officers or independent experts.

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

**Land under roads**

Council recognises land under roads it controls at fair value. Council does not recognise land under roads that it controlled prior to 1 July 2008 in its financial report.

**(l) Depreciation and amortisation of property, plant and equipment, infrastructure**

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

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

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

**Note 1 Significant accounting policies (cont.)****(l) Depreciation and amortisation of property, plant and equipment, infrastructure (cont.)**

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

*Asset recognition thresholds and depreciation periods*

	Depreciation Period	Threshold Limit \$'000
<b>Property</b>		
Land	-	5
Land improvements	-	5
<b>Buildings</b>		
Buildings	50-80 years	5
<b>Plant and Equipment</b>		
Plant, machinery and equipment	5-10 years	5
Fixtures, fittings and furniture	3-10 years	5
Computers and telecommunications	1-5 years	5
Library books	10 years	n/a
<b>Infrastructure</b>		
Roads		
- Formation and earthworks	-	5
- Pavement and seals	20-80 years	5
- Substructure	15-30 years	5
- Road kerb, channel and minor culverts	40-70 years	5
Footpaths and cycleways	10-50 years	5
Drainage	25-100 years	5
Bridges		
- Bridges deck	80 years	5
- Bridges substructure	80 years	5
- Major culverts	80 years	5
Recreational, leisure and community facilities	15-40 years	5
Parks, open space and streetscapes	20-100 years	5

**(m) Repairs and maintenance**

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

**(n) Investment property**

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

**(o) Impairment of assets**

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

**(p) Trust funds and deposits**

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

**Note 1 Significant accounting policies (cont.)****(q) Borrowings**

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

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

*Borrowing costs*

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

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

**(r) Employee costs and benefits**

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

*Wages and salaries and annual leave*

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

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

*Long service leave*

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

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

The components of this current liability are measured at :

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

*Classification of employee costs*

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

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

*Retirement Gratuity*

Retirement gratuities were provided to certain employees who were employed by the former Shire of Bacchus Marsh. The liability represents a set proportion of accumulated sick leave that is payable on retirement. At balance date, the liability is measured at the nominal value of 14 March 1996.

**(s) Quarry rehabilitation provision**

Council is obligated to restore quarry sites to a particular standard. The forecast life of the sites are based on current estimates of remaining capacity and the forecast rate of infill. The provision for quarry restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

**(t) Leases***Operating leases*

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

**Note 1 Significant accounting policies (cont.)****(u) Goods and services tax (GST)**

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

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

**(v) Financial guarantees**

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probably that that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet are disclosed at Note 32 Contingent Liabilities and Contingent Assets.

**(w) Contingent assets and contingent liabilities and commitments**

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

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

**(x) Pending accounting standards**

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

*Revenue from contracts with customers (AASB 15) (applies 2018/19)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

*Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a significant number of operating leases that will be impacted as a result of this change. This will see assets and liabilities of approximately \$245,404 recognised.

**(y) Rounding**

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

## Note 2 Budget Comparison

The budget comparison note compares Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 29 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

	Budget	Actual	Variance	
	2017	2017	2017	
	\$'000	\$'000	\$'000	Ref
<b>a) Income and Expenditure</b>				
<b>Income</b>				
Rates and charges	31,043	30,987	(56)	
Statutory fees and fines	642	618	(24)	
User fees	1,951	2,035	84	
Grants - operating	9,149	12,858	3,709	1
Grants - capital	5,042	8,385	3,342	2
Contributions - monetary	100	190	90	3
Contributions - non monetary	4,635	4,978	343	
Interest received	374	402	28	
Other income	1,381	3,540	2,159	4
<b>Total income</b>	<b>54,317</b>	<b>63,992</b>	<b>9,674</b>	
<b>Expenses</b>				
Employee costs	(18,226)	(17,602)	624	
Materials and services	(14,623)	(18,081)	(3,458)	5
Bad and doubtful debts	-	(5)	(5)	
Depreciation and amortisation	(9,961)	(8,209)	1,752	6
Borrowing costs	(906)	(790)	116	7
Loss on disposal of property, infrastructure, plant and equip.	(1,337)	(3,866)	(2,529)	8
Other expenses	(770)	(616)	155	9
<b>Total expenses</b>	<b>(45,823)</b>	<b>(49,169)</b>	<b>(3,346)</b>	
<b>Surplus/(deficit) for the year</b>	<b>8,494</b>	<b>14,823</b>	<b>6,328</b>	

## Note 2 Budget Comparison (cont.)

## (i) Explanation of material variations

Ref	Item	Explanation
1	Grants - operating	The favourable variance is primarily due to Council receiving 50% of the 2017/18 Grants Commission funding in June 2017 (\$3.050 million). Other variances relate to new funding received since the adoption of the budget. These include; Parwan Precinct Structure Plan (\$223k), Rural Access Initiative (\$137k), Scotsburn Fire Recovery (\$80k), and Maternal and Child Health (\$46k).
2	Grants - capital	Capital grants have increased mainly due to Council receiving funding for projects budgeted in prior years. These projects were started prior to the 2016/17 financial year and funding was received after specific milestones were met. The major grants received relate to Darley Children's Hub (\$1.520 million) and Halletts Way Southern Connection (\$1.094 million). Other increases relate to new funding received since the adoption of the budget. These include; Clarendon Community Hub (\$300k), Elaine Township Footpath (\$108k), Masons Lane Training Lighting (\$90k), and Bacchus Marsh BMX Track Development (\$90k).
3	Contributions - monetary	The actual amount of Public Open Space Contributions received during 2016/17 was greater by \$90k due to a higher level of activity than what was originally budgeted.
4	Other income	This variance mainly relates to a reimbursement claim of \$1.606 million for costs incurred during Flood/Storm events in September 2016. The vast majority of these costs are expected to be reimbursed, with Council lodging claims with the Department of Treasury and Finance. Another significant variance is the reimbursements for Blackwood Localised Septic Program (\$706k). Council is conducting the work for this project with costs being reimbursed from the Central Highlands Regional Water Authority. Both of these items were not included in the 2016/17 Adopted Budget. Offsetting these increases is a decrease in income from the sale of new Greenwaste bins (\$157k). There was an overestimation in the budget about the initial take up from residents of the new Greenwaste service offered for the first time in 2016/17.
5	Materials and services	Unfavourable mainly due to costs incurred for the Flood/Storm events in September 2016. As at 30 June, Council had incurred costs of \$1.554 million, of which the majority will be reimbursed. Other significant variances include capital expenditure being transferred to operating (\$456k - relates to costs not deemed to be capital in nature) and expenditure incurred for the Blackwood Localised Septic Program (\$448k - to be fully reimbursed). There are numerous other smaller variances that relate to increases in; Agency Staff (\$246k - funded from savings in vacancies throughout the financial year); legal costs (\$207k); and the continuation/completion of Council approved new initiatives or grant funded projects from prior financial years.
6	Depreciation and amortisation	The actual depreciation expense was \$1.752m less than budget. This is mainly due to an overestimation in the budgeted amount for the depreciation of Road Infrastructure Assets. At the time of preparing the 2016/17 budget the impact of the 2015/16 revaluation of Road Assets was not known.
7	Borrowing costs	The favourable variance is due to the deferral of \$2.790 million in loan borrowings from the 2016/17 budget. These borrowings have been deferred to 2017/18 and has resulted in a saving of \$116k in interest repayments during the 2016/17 financial year.
8	Net gain/(loss) on disposal of property, infrastructure, plant and equip.	Unfavourable due to an underestimation in the budget for the Written Down Value of Infrastructure Assets replaced during the 2016/17 year.
9	Other expenses	Overall is favourable by \$155k mainly due to savings on lease costs for Servers (\$72k) and Computer Upgrades (\$55k). There is also a decrease in panel hearing costs for Planning Scheme Amendments (\$26k).

## Note 2 Budget Comparison (cont.)

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
<b>b) Capital Works</b>				
<b>Property</b>				
Land	-	50	50	
Buildings	797	3,744	2,948	1
<b>Total property</b>	<b>797</b>	<b>3,794</b>	<b>2,998</b>	
<b>Plant and equipment</b>				
Plant, machinery and equipment	1,408	1,285	(123)	
Computers and telecommunications	-	59	59	
Library books	-	93	93	
<b>Total plant and equipment</b>	<b>1,408</b>	<b>1,438</b>	<b>29</b>	
<b>Infrastructure</b>				
Roads	12,365	16,032	3,666	2
Bridges	850	504	(346)	3
Footpaths and cycleways	498	409	(89)	4
Drainage	-	-	-	
Recreational, leisure and community facilities	1,395	251	(1,145)	5
Parks, open space and streetscapes	93	124	31	6
Other infrastructure	8	123	115	7
<b>Total infrastructure</b>	<b>15,209</b>	<b>17,442</b>	<b>2,232</b>	
<b>Total capital works expenditure</b>	<b>17,414</b>	<b>22,674</b>	<b>5,259</b>	
<b>Represented by:</b>				
New asset expenditure	7,519	10,253	2,734	
Asset renewal	9,112	8,598	(514)	
Asset upgrade	783	3,823	3,040	
<b>Total capital works expenditure</b>	<b>17,414</b>	<b>22,674</b>	<b>5,259</b>	

## (i) Explanation of material variations

Ref	Item	Explanation
1	Buildings	Capital expenditure on buildings was \$2.948 million greater than budget due to the completion of projects carried forward from prior years. The most significant project being the Darley Early Years Hub.
2	Roads	Actual expenditure exceeded budget by \$3.666 million mainly due to the continuation of works from previous financial years. The main project being the Hallett's Way Southern Connection (\$3.499 million). This major project is due to be completed in August 2017.
3	Bridges	Actual expenditure was less than budget by \$346k mainly due to some projects being incomplete at year end. These projects will be completed in the 2017/18 financial year and include works at; Butter-Factory Road, Wallace and Beremboke Rd, Beremboke.
4	Footpaths and cycleways	Overall capital spend on drainage was \$89k less than budget. This is mainly due to a project at Inglis Street, Ballan being incomplete at year end. This project is due to be completed in the 2017/18 financial year.
5	Recreational, leisure and community facilities	Actual spend was less than budget by \$1.145 million due to some larger projects being incomplete at year end. These projects include; Bacchus Marsh Racecourse and Recreation Reserve, and Ballan Recreation Reserve - Netball/Tennis Court Reconstruction.
6	Parks, open space and streetscapes	Capital expenditure exceeded budget by \$31k due to the completion of the Lal Lal Anzac Memorial Park Project. This was carried forward from 2016/17.
7	Other infrastructure	Greater than budget by \$115k mainly due to the completion of Moon Reserve Toilet Facility and other items not contained in the original budget (purchase of gym equipment and other minor office equipment).

	2017 \$'000	2016 \$'000
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**Note 3 Rates and charges**

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of the land and all improvements to that land as assessed by a Council appointed valuer.

The valuation base used to calculate general rates for 2016/2017 was \$6,204 million (2015/2016: \$5,710 million).

General Rates	26,694	25,460
Waste / Garbage Charges	4,049	3,660
Supplementary rates and rate adjustments	244	211
Cultural and recreational	-	-
Revenue in lieu of rates	-	-
<b>Total rates and charges</b>	<b>30,987</b>	<b>29,331</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016 and the valuation was first applied in the rating year commencing 1 July 2016.

**Note 4 Statutory fees and fines**

Infringements and costs	192	95
Court recoveries	7	37
Town planning fees	348	254
Land information certificates	41	34
Permits	29	27
Freedom of Information	1	1
<b>Total statutory fees and fines</b>	<b>618</b>	<b>448</b>

**Note 5 User fees**

Aged and health services	644	574
Leisure centre and recreation	54	40
Child care/children's programs	66	62
Registrations and other permits	586	492
Building services	224	332
Waste management services	377	325
Other fees and charges	85	94
<b>Total user fees</b>	<b>2,035</b>	<b>1,918</b>

**Note 6 Grants**

Grants were received in respect of the following :

**Summary of grants**

Commonwealth funded grants	12,944	5,573
State funded grants	8,101	5,085
Others	198	559
<b>Total</b>	<b>21,243</b>	<b>11,217</b>

	2017 \$'000	2016 \$'000
<b>Note 6 Grants (cont.)</b>		
<b>(a) Operating Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Victoria Grants Commission	8,929	2,942
Commonwealth Home Support Program	1,642	-
<i>Recurrent - State Government</i>		
Aged care	314	1,871
School crossing supervisors	52	49
Libraries	252	246
Maternal and child health	538	511
Other	298	312
<b>Total recurrent operating grants</b>	<b>12,025</b>	<b>5,932</b>
<i>Non-recurrent - Commonwealth Government</i>		
Healthy Ageing	-	120
Healthy Communities	-	1
<i>Non-recurrent - State Government</i>		
Emergency management	200	246
Valuations	93	-
Strategic planning and tourism	223	13
Families and youth	27	39
Environment and health	104	167
Community development	42	-
Disability Access	137	-
Other	7	-
<b>Total non-recurrent operating grants</b>	<b>833</b>	<b>586</b>
<b>Total operating grants</b>	<b>12,858</b>	<b>6,518</b>
<b>(b) Capital Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,373	2,510
<i>Recurrent - State Government</i>		
Local roads	-	-
<b>Total recurrent capital grants</b>	<b>2,373</b>	<b>2,510</b>
<i>Non-recurrent - Commonwealth Government</i>		
Emergency recovery	-	-
<i>Non-recurrent - State Government</i>		
Community and recreational facilities	2,051	244
Local Roads	3,763	1,386
<i>Non-recurrent - Other sources</i>		
Sundry capital grants	198	559
<b>Total non-recurrent capital grants</b>	<b>6,012</b>	<b>2,189</b>
<b>Total capital grants</b>	<b>8,385</b>	<b>4,699</b>

	2017 \$'000	2016 \$'000
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**Note 6 Grants (cont.)****Unspent grants received on condition that they be spent in a specific manner**

Balance at start of year	306	665
Received during the financial year and remain unspent at balance date	1,011	612
Received in prior years and spent during the financial year	(1,218)	(970)
Balance at year end	<u>100</u>	<u>306</u>

**Note 7 Contributions**

Monetary	190	1,254
Non-monetary	4,978	5,481
<b>Total contributions</b>	<u>5,168</u>	<u>6,735</u>

*Contributions of non-monetary assets were received in relation to the following asset classes.*

Land	365	562
Infrastructure	4,612	4,919
Other	-	-
<b>Total non-monetary contributions</b>	<u>4,978</u>	<u>5,481</u>

**Note 8 Loss on disposal of property, infrastructure, plant and equipment**

Proceeds of sale	1,229	364
Written down value of assets disposed	(5,095)	(2,046)
<b>Loss on disposal of property, infrastructure, plant and equipment</b>	<u>(3,866)</u>	<u>(1,682)</u>

The loss on disposal of assets primarily relates to the value of road infrastructure written off as a result of asset replacement

**Note 9 Other income**

Interest	402	431
Reimbursements, rebates and recoveries*	2,620	1,396
Recycling income	143	124
Other rent	151	219
Royalties	55	55
Peri-Urban contributions	90	90
Insurance claims	6	5
Sales	66	71
Other	409	221
<b>Total other income</b>	<u>3,942</u>	<u>2,612</u>

\* The increase in reimbursements mainly relates to a claim of \$1.606m for costs incurred during and following emergency recovery works for flood/storm damage in September 2016.

**Note 10 (a) Employee costs**

Wages and salaries	15,277	15,167
WorkCover	230	384
Casual staff	595	719
Superannuation	1,440	1,415
Fringe Benefits Tax	60	45
<b>Total employee costs</b>	<u>17,602</u>	<u>17,729</u>

	2017 \$'000	2016 \$'000
<b>Note 10 (b) Superannuation</b>		
Council made contributions to the following funds:		
<b>Defined benefits fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super) at 9.5%	99	157
Employer contributions payable at reporting date	-	-
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super) at 9.5%	935	1,267
Employer contributions to other funds at 9.5%	488	582
	<u>1,423</u>	<u>1,849</u>
Employer contributions payable at reporting date	3	146

Refer to note 31 for further information relating to Council's super obligations.

<b>Note 11 Materials and services</b>		
Materials and services	2,914	2,163
Contract payments	8,990	7,850
Building maintenance	528	506
General maintenance	820	795
Utilities	522	483
Office administration	620	626
Information technology	887	837
Insurance	491	502
Consultants	851	1,074
Agency staff	381	320
Community grants and advances	1,076	699
<b>Total materials and services</b>	<u>18,081</u>	<u>15,854</u>

<b>Note 12 Bad and doubtful debts</b>		
Parking fine debtors	1	-
Other debtors	4	58
<b>Total bad and doubtful debts</b>	<u>5</u>	<u>58</u>

<b>Note 13 Depreciation and amortisation</b>		
Property	757	723
Plant and equipment	925	902
Infrastructure	6,527	5,774
<b>Total depreciation and amortisation</b>	<u>8,209</u>	<u>7,398</u>

Refer to note 21 for a more detailed breakdown of depreciation and amortisation charges

<b>Note 14 Borrowing costs</b>		
Interest - Borrowings	790	724
<b>Total borrowing costs</b>	<u>790</u>	<u>724</u>

	2017 \$'000	2016 \$'000
<b>Note 15 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	50	43
Auditors' remuneration - Internal	57	32
Councillors' allowances	225	250
Operating lease rentals	195	257
Bank fees	55	55
Other	34	31
<b>Total other expenses</b>	<b>616</b>	<b>667</b>

**Note 16 Cash and cash equivalents**

Cash on hand	3	2
Cash at bank	7,072	6,450
Term deposits	4,000	6,000
<b>Total cash and cash equivalents</b>	<b>11,075</b>	<b>12,452</b>

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 23)	736	781
- Statutory reserves (Note 26 (b))	1,974	1,984
Total restricted funds	2,710	2,765
<b>Total unrestricted cash and cash equivalents</b>	<b>8,365</b>	<b>9,687</b>

**Intended allocations**

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works and projects	3,436	5,588
- Recreation facilities reserve	857	868
Total funds subject to intended allocations	4,294	6,455

	2017 \$'000	2016 \$'000
<b>Note 17 Trade and other receivables</b>		
<i>Current</i>		
<i>Statutory receivables</i>		
Rates debtors	3,169	2,814
Special rate assessment	43	44
Infringement debtors	317	240
Provision for doubtful debts - infringements	(8)	-
<i>Non-statutory receivables</i>		
Net GST receivable	547	370
Other debtors	1,495	1,566
Provision for doubtful debts - other debtors	(43)	(57)
<b>Total current trade and other receivables</b>	<b>5,521</b>	<b>4,978</b>
<i>Non-current</i>		
<i>Statutory receivables</i>		
Special rate assessment	133	126
<b>Total non-current trade and other receivables</b>	<b>133</b>	<b>126</b>
<b>Total trade and other receivables</b>	<b>5,654</b>	<b>5,104</b>

**(a) Ageing of receivables**

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:

Current (not yet due)	1,103	1,331
Past due by up to 30 days	47	78
Past due between 31 and 60 days	121	51
Past due between 61 and 90 days	11	6
Past due by more than 90 days	215	101
<b>Total trade and other receivables</b>	<b>1,495</b>	<b>1,566</b>

**(b) Movement in provisions for doubtful debts**

Balance at the beginning of the year	57	32
New provisions recognised during the year	2	35
Amounts already provided for and written off as uncollectible	(5)	(7)
Amounts provided for but recovered during the year	(2)	(3)
<b>Balance at end of year</b>	<b>51</b>	<b>57</b>

	2017 \$'000	2016 \$'000
<b>Note 17</b>	<b>Trade and other receivables (cont.)</b>	
<b>(c) Ageing of individually impaired receivables</b>		
At balance date, other debtors representing financial assets with a nominal value of \$50,884 (2016: \$56,585) were impaired. The amount of the provision raised against these debtors was \$50,884 (2016: \$56,585). They have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 60 days	-	-
Past due between 61 and 90 days	-	-
Past due by more than 90 days	51	57
<b>Total Trade &amp; Other Receivables</b>	<u>51</u>	<u>57</u>
<b>Note 18</b>	<b>Inventories</b>	
Inventories held for distribution	24	21
Inventories held for sale	-	-
<b>Total inventories</b>	<u>24</u>	<u>21</u>
<b>Note 19</b>	<b>Non-current assets classified as held for sale</b>	
Balance at beginning of financial year	991	991
Disposals	991	-
<b>Balance at end of financial year</b>	<u>-</u>	<u>991</u>
<b>Note 20</b>	<b>Other assets</b>	
Prepayments	232	158
Accrued income	2,679	1,254
<b>Total other assets</b>	<u>2,911</u>	<u>1,412</u>

Note 21 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Impairment losses	Transfers	At Fair Value 30 June 2017
Land	44,136	-	365	-	-	(186)	-	-	44,315
Buildings	23,684	3,679	-	-	(757)	-	-	1,864	28,470
Plant and Equipment	5,117	1,454	-	-	(925)	(380)	-	-	5,265
Infrastructure	380,668	6,064	4,612	-	(6,527)	(3,538)	-	4,205	385,485
Work in progress	9,530	11,477	-	-	-	-	-	(6,317)	14,691
<b>Total</b>	<b>463,135</b>	<b>22,674</b>	<b>4,978</b>	<b>-</b>	<b>(8,209)</b>	<b>(4,104)</b>	<b>-</b>	<b>(247)</b>	<b>478,226</b>

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	912	264	(519)	-	658
Plant and Equipment	-	18	-	-	18
Infrastructure	8,618	11,194	(5,798)	-	14,015
<b>Total</b>	<b>9,530</b>	<b>11,477</b>	<b>(6,317)</b>	<b>-</b>	<b>14,691</b>

Note 21 Property, infrastructure, plant and equipment (cont.)

	Note	Land - specialised	Land - non specialised	Land improvements	Total Land	Heritage Buildings	Buildings - specialised	Buildings - non specialised	Building Improvements	Leasehold Improvements	Total Buildings	Work In Progress	Total Property
<b>Land and Buildings</b>													
At fair value 1 July 2016		1,826	42,310	-	44,136	-	29,470	9,883	-	-	39,353	912	84,401
Accumulated depreciation at 1 July 2016		-	-	-	-	-	(15,669)	-	-	-	(15,669)	-	(15,669)
		1,826	42,310	-	44,136	-	13,801	9,883	-	-	23,684	912	68,732
<b>Movements in fair value</b>													
Acquisition of assets at fair value		-	-	-	-	-	107	3,572	-	-	3,679	264	3,943
Contributed assets		223	142	-	365	-	-	-	-	-	-	-	365
Revaluation increments/decrements		-	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed		-	(186)	-	(186)	-	-	-	-	-	-	-	(186)
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	1,864	-	-	1,864	(519)	1,346
		223	(44)	-	179	-	107	5,436	-	-	5,543	(254)	5,468
<b>Movements in accumulated depreciation</b>													
Depreciation and amortisation		-	-	-	-	-	(502)	(256)	-	-	(757)	-	(757)
Revaluation increments/decrements		-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals		-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	(502)	(256)	-	-	(757)	-	(757)
At fair value 30 June 2017		2,049	42,266	-	44,315	-	29,576	15,320	-	-	44,896	658	89,869
Accumulated depreciation at 30 June 2017		-	-	-	-	-	(16,170)	(256)	-	-	(16,426)	-	(16,426)
		2,049	42,266	-	44,315	-	13,406	15,064	-	-	28,470	658	73,443

Note 21 Property, infrastructure, plant and equipment (cont.)

	Note	Heritage plant and equipment	Plant, machinery and equipment	Fixtures, fittings and furniture	Computers and telecomms	Library books	Work In Progress	Total plant and equipment
<b>Plant and Equipment</b>								
At fair value 1 July 2016		-	7,895	-	244	539	-	8,677
Accumulated depreciation at 1 July 2016		-	(3,159)	-	(168)	(233)	-	(3,560)
		-	4,736	-	76	305	-	5,117
<b>Movements in fair value</b>								
Acquisition of assets at fair value		-	1,283	-	78	93	18	1,472
Contributed assets		-	-	-	-	-	-	-
Revaluation increments/decrements		-	-	-	-	-	-	-
Fair value of assets disposed		-	(1,063)	-	-	(54)	-	(1,117)
Impairment losses recognised in operating result		-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	-
		-	220	-	78	39	18	355
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation		-	(806)	-	(31)	(89)	-	(925)
Accumulated depreciation of disposals		-	688	-	-	49	-	736
Impairment losses recognised in operating result		-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	-
		-	(118)	-	(31)	(40)	-	(189)
At fair value 30 June 2017		-	8,115	-	321	578	18	9,032
Accumulated depreciation at 30 June 2017		-	(3,277)	-	(199)	(273)	-	(3,749)
		-	4,838	-	122	305	18	5,283

Note 21 Property, infrastructure, plant and equipment (cont.)

	Note	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and Community	Waste Management	Parks open spaces and streetscapes	Aerodromes	Off street car parks	Other Infrastructure	Work In Progress	Total Infrastructure
<b>Infrastructure</b>													
At fair value 1 July 2016		333,253	30,904	15,652	70,228	2,653	-	3,857	-	-	2,093	8,618	467,259
Accumulated depreciation at 1 July 2016		(44,552)	(5,558)	(7,498)	(16,858)	(2,078)	-	(1,082)	-	-	(348)	-	(77,973)
		<u>288,702</u>	<u>25,347</u>	<u>8,154</u>	<u>53,370</u>	<u>575</u>	<u>-</u>	<u>2,775</u>	<u>-</u>	<u>-</u>	<u>1,745</u>	<u>8,618</u>	<u>389,286</u>
<b>Movements in fair value</b>													
Acquisition of assets at fair value		5,081	78	246	306	24	-	330	-	-	-	11,194	17,259
Contributed assets		2,207	305	773	1,236	-	-	52	-	-	40	-	4,612
Revaluation increments/decrements		-	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed		(3,253)	(73)	(51)	(148)	-	-	(620)	-	-	-	-	(4,144)
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	-	-	-
Transfers		3,126	478	374	144	-	-	82	-	-	-	(5,798)	(1,593)
		<u>7,161</u>	<u>788</u>	<u>1,343</u>	<u>1,538</u>	<u>24</u>	<u>-</u>	<u>(157)</u>	<u>-</u>	<u>-</u>	<u>40</u>	<u>5,397</u>	<u>16,134</u>
<b>Movements in accumulated depreciation</b>													
Depreciation and amortisation		(4,755)	(445)	(369)	(711)	(78)	-	(86)	-	-	(83)	-	(6,527)
Revaluation increments/decrements		-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals		371	29	15	69	-	-	122	-	-	-	-	607
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	-	-	-	-	-	-
		<u>(4,384)</u>	<u>(416)</u>	<u>(354)</u>	<u>(642)</u>	<u>(78)</u>	<u>-</u>	<u>37</u>	<u>-</u>	<u>-</u>	<u>(83)</u>	<u>-</u>	<u>(5,920)</u>
At fair value 30 June 2017		340,415	31,692	16,995	71,766	2,677	-	3,700	-	-	2,133	14,015	483,393
Accumulated depreciation at 30 June 2017		(48,935)	(5,973)	(7,852)	(17,500)	(2,156)	-	(1,045)	-	-	(431)	-	(83,893)
		<u>291,479</u>	<u>25,719</u>	<u>9,142</u>	<u>54,266</u>	<u>521</u>	<u>-</u>	<u>2,655</u>	<u>-</u>	<u>-</u>	<u>1,702</u>	<u>14,015</u>	<u>399,500</u>

**Note 21 Property, infrastructure, plant and equipment (cont.)***Valuation of land and buildings*

Valuation of land and buildings were undertaken by a qualified independent valuer (Opteon (Victoria) Pty. Ltd.). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3	Valuation Date
Land	-	42,266	-	30/06/2016
Specialised land	-	-	2,049	30/06/2016
Buildings	-	15,064	13,406	30/06/2016
<b>Total</b>	<b>-</b>	<b>57,330</b>	<b>15,455</b>	

*Valuation of infrastructure*

Valuation of infrastructure assets has been determined in accordance with valuations undertaken by Council staff and expert contractors.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3	Valuation Date
Roads	-	-	291,479	30/06/2016
Bridges	-	-	25,719	30/06/2016
Footpaths and cycleways	-	-	9,142	30/06/2016
Drainage	-	-	54,266	30/06/2016
Recreational, leisure and community facilities	-	-	521	30/06/2016
Parks, open space and streetscapes	-	-	2,655	30/06/2014
Other infrastructure	-	-	1,702	30/06/2014
<b>Total</b>	<b>-</b>	<b>-</b>	<b>385,485</b>	

*Description of significant unobservable inputs into level 3 valuations*

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$27 per square metre.

**Specialised buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$1,500 to \$3,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 6 years to 75 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

	2017 \$'000	2016 \$'000
<b>Reconciliation of specialised land</b>		
Land under roads	2,049	1,826
<b>Total specialised land</b>	<b>2,049</b>	<b>1,826</b>

	2017 \$'000	2016 \$'000
<b>Note 22 Trade and other payables</b>		
Trade payables	1,697	414
Accrued expenses	3,977	3,381
<b>Total trade and other payables</b>	<b>5,674</b>	<b>3,795</b>

<b>Note 23 Trust funds and deposits</b>		
Refundable building deposits	590	594
Refundable contract deposits	12	26
Refundable civic facilities deposits	13	13
Retention amounts	68	74
Fire Services Levy	45	66
Other refundable deposits	8	7
<b>Total trust funds and deposits</b>	<b>736</b>	<b>781</b>

*Purpose and nature of items*

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

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

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

**Note 24 Provisions**

	Quarry restoration \$ '000	Employee \$ '000	Total \$ '000
<b>2017</b>			
Balance at beginning of the financial year	237	4,836	5,073
Additional provisions	6	1,717	1,723
Amounts used	-	(2,174)	(2,174)
Balance at the end of the financial year	243	4,379	4,622
<b>2016</b>			
Balance at beginning of the financial year	231	4,507	4,739
Additional provisions	6	2,054	2,060
Amounts used	-	(1,726)	(1,726)
Balance at the end of the financial year	237	4,836	5,073

	2017 \$'000	2016 \$'000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	948	918
Long service leave	433	210
RDO's / Time in lieu	156	168
	1,537	1,296
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	237	312
Long service leave	2,148	2,318
RDO's / Time in lieu	-	-
	2,385	2,631
<b>Total current employee provisions</b>	<b>3,922</b>	<b>3,927</b>
<b>Non-current</b>		
Long service leave	457	909
<b>Total non-current employee provisions</b>	<b>457</b>	<b>909</b>

Note 24 Provisions (cont.)

	2017 \$'000	2016 \$'000
Aggregate carrying amount of employee provisions:		
Current	3,922	3,927
Non-current	457	909
Total aggregate carrying amount of employee provisions:	<u>4,379</u>	<u>4,836</u>
<b>(b) Quarry restoration</b>		
Current	243	237
Non-current	-	-
	<u>243</u>	<u>237</u>

Council is required to rehabilitate the land once the useful life of the gravel quarry comes to an end.

Note 25 Interest-bearing loans and borrowings

<b>Current</b>		
Borrowings - Secured (1)	<u>1,364</u>	<u>1,431</u>
	1,364	1,431
<b>Non-current</b>		
Borrowings - Secured (1)	<u>12,247</u>	<u>13,611</u>
	12,247	13,611
<b>Total interest-bearing loans and borrowings</b>	<u>13,611</u>	<u>15,043</u>

(1) Borrowings are secured by a charge against rate revenue.

(a) The maturity profile for Council's borrowings is:

Not later than one year	1,364	1,431
Later than one year and not later than five years	3,077	4,331
Later than five years	9,171	9,280
	<u>13,611</u>	<u>15,043</u>

## Note 26 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
<b>2017</b>			
<b>Property</b>			
Land	24,859	-	24,859
Land under roads	258	-	258
Buildings	611	-	611
	<u>25,728</u>	<u>-</u>	<u>25,728</u>
<b>Infrastructure</b>			
Roads	239,955	-	239,955
Bridges	18,063	-	18,063
Footpaths and cycleways	-	-	-
Drainage	27,483	-	27,483
Recreation, leisure and community facilities	3,390	-	3,390
Kerb & channel	62	-	62
	<u>288,952</u>	<u>-</u>	<u>288,952</u>
<b>Total Asset Revaluation Reserves</b>	<b>314,680</b>	<b>-</b>	<b>314,680</b>
<b>2016</b>			
<b>Property</b>			
Land	24,180	679	24,859
Land under roads	170	89	258
Buildings	2,279	(1,668)	611
	<u>26,629</u>	<u>(900)</u>	<u>25,728</u>
<b>Infrastructure</b>			
Roads	220,608	19,348	239,955
Bridges	22,261	(4,198)	18,063
Footpaths and cycleways	767	(767)	-
Drainage	24,902	2,581	27,483
Recreation, leisure and community facilities	3,390	-	3,390
Kerb & channel	418	(356)	62
	<u>272,344</u>	<u>16,608</u>	<u>288,952</u>
<b>Total Asset Revaluation Reserves</b>	<b>298,973</b>	<b>15,707</b>	<b>314,680</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 26 Reserves (cont.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>(b) Other reserves</b>				
<b>2017</b>				
Car park reserve	43	-	-	43
Recreation facilities	868	197	(207)	857
Development works	1,800	46	(91)	1,755
Social infrastructure reserve	212	-	(194)	18
Storm water management	73	-	-	73
Closed landfill	597	130	-	728
Defined benefits	180	67	-	248
Capital works seed funding	132	67	-	199
Capital works contributions reserve	14	-	-	14
Developer contribution reserve	987	-	-	987
Essence Estate Playground	20	-	(20)	-
LGFV Loan repayment reserve	783	1,528	-	2,311
<b>Total statutory and other reserves</b>	<b>5,708</b>	<b>2,036</b>	<b>(512)</b>	<b>7,232</b>
<b>2016</b>				
Car park reserve	43	-	-	43
Recreation facilities	715	316	(163)	868
Development works	1,885	65	(151)	1,800
Social infrastructure reserve	174	38	-	212
Storm water management	73	-	-	73
Closed landfill	372	225	-	597
Defined benefits	116	64	-	180
Capital works seed funding	116	64	(48)	132
Capital works contributions reserve	14	-	-	14
Developer contribution reserve	799	880	(693)	987
Essence Estate Playground	-	20	-	20
LGFV Loan repayment reserve	-	783	-	783
<b>Total statutory and other reserves</b>	<b>4,307</b>	<b>2,455</b>	<b>(1,055)</b>	<b>5,708</b>

Car park reserve

The purpose of this reserve is to provide improved parking facilities in urban areas.

Recreation facilities reserve

The purpose of this reserve is to provide funding for recreational facilities. Funded from developer contributions this reserve requires that recreation facilities be established within the proximity of the relevant new subdivision.

Development works reserve

The purpose of this reserve is to provide improved facilities within the municipality, funded through funds allocated to the reserves by Council.

Social Infrastructure reserve

The purpose of this reserve is to provide funding for increased social infrastructure requirements arising out of new subdivisions and developments and is funded by a levy on developers.

Storm water management reserve

The purpose of this reserve is to provide funding for future storm water management works which will be required for future subdivisions at the western end of Holts Lane in Darley.

Closed landfill reserve

The purpose of this reserve is to provide funding for future site remediation works related to closed landfills within Moorabool Shire.

Defined benefits reserve

The purpose of this reserve is to provide funding for future liability calls related to the Defined Benefits Superannuation scheme.

Capital works seed funding reserve

The purpose of this reserve is to provide a funding platform for the planning and advancement of future Capital Works projects.

Capital works contributions reserve

The purpose of this reserve is to provide funding for future capital works, such as road works, associated with specific developments funded by contributions from the developer.

## Note 26 Reserves (cont.)

Developer contribution reserve

The purpose of this reserve is to provide funding for various agreed infrastructure requirements arising from new developments and is funded from developer contributions.

Essence Estate Playground

The purpose of this reserve is to provide funding towards the construction of a playground at the Stage 5 Reserve in Essence Estate, Bacchus Marsh.

LGFV loan repayment reserve

The purpose of this reserve is to provide funding for the repayment of the principal component of loans held through the Local Government Funding Vehicle (LGFV). These loans are interest only until maturity.

	2017 \$'000	2016 \$'000
<b>Note 27 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	14,823	7,825
Depreciation/amortisation	8,209	7,398
(Profit)/loss on disposal of property, infrastructure, plant and equipment	3,866	1,682
Contributions - non-monetary assets	(4,978)	(5,481)
Interest expense	790	724
Loss on revaluation of assets	-	324
Work in progress from previous year expensed	247	18
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(550)	(605)
(Increase)/decrease in prepayments	(74)	(19)
(Increase)/decrease in accrued income	(1,425)	(1,087)
Increase/(decrease) in trade and other payables	1,834	121
(Increase)/decrease in inventories	(2)	(1)
Increase/(decrease) in provisions	(451)	334
<b>Net cash provided by/(used in) operating activities</b>	<b>22,290</b>	<b>11,233</b>

## Note 28 Financing arrangements

Bank overdraft	750	750
Credit card facilities	200	200
Other facilities	-	-
<b>Total facilities</b>	<b>950</b>	<b>950</b>
Used facilities	-	-
Unused facilities	950	950

Note 29 Commitments

The Council has entered into the following commitments

2017	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Garbage Collection	1,140	1,338	-	-	2,478
Recycling	496	519	-	-	1,015
Sceptic Program	97	-	-	-	97
Leisure facilities	-	-	-	-	-
Maintenance services	113	87	15	-	214
Consultancies	162	13	118	13	307
	2,008	1,957	133	13	4,111
<b>Capital</b>					
	-	-	-	-	-
<b>Total</b>	<b>2,008</b>	<b>1,957</b>	<b>133</b>	<b>13</b>	<b>4,111</b>

2016	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Garbage Collection	2,005	983	1,044	-	4,032
Recycling	473	496	519	-	1,488
Leisure facilities	493	521	-	-	1,014
Maintenance services	169	28	-	-	196
Consultancies	44	44	-	-	88
	3,183	2,071	1,563	-	6,818
<b>Capital</b>					
	-	-	-	-	-
<b>Total</b>	<b>3,183</b>	<b>2,071</b>	<b>1,563</b>	<b>-</b>	<b>6,818</b>

Note 30 Operating leases

	2017	2016
	\$'000	\$'000

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	86	59
Later than one year and not later than five years	192	73
Later than five years	-	-
	<u>278</u>	<u>132</u>

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. Most leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	159	176
Later than one year and not later than five years	296	286
Later than five years	507	443
	<u>961</u>	<u>906</u>

**Note 31 Superannuation**

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

**Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee legislation).

**Defined Benefit**

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

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

**Funding arrangements**

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

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.00% pa
Salary information	4.25% pa
Price inflation (CPI)	2.50% pa.

Vision Super has advised that the estimated VBI at June 30 2017 was 103.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Employer contributions****Regular contributions**

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/2016). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

**Funding calls**

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

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

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

**2016 Interim actuarial investigation surplus amounts**

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$40.3 million; and
- A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

**2017 Full triennial**

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

**Note 31 Superannuation (cont.)**

**Future superannuation contributions**

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$69,099.64 (2015/16 \$78,222.43). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2017. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$63,000.

**Note 32 Contingent liabilities and contingent assets**

**Contingent liabilities**

- Council has a bank guarantee to the value of \$15,000 in favour of the Department of Environment and Primary Industries. This guarantee is for an extractive mining licence in relation to the Allen's Gravel Pit.
- Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 31. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

**Contingent assets**

- Subdivision developments expected to be accounted for by Council in 2017/2018 total \$4.635 million (actual 2016/2017 \$5.481 million).

## Note 33 Financial instruments

**(a) Objectives and policies**

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

**(b) Market risk**

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

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

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

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

**(c) Credit risk**

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

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

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

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

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

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

**(d) Liquidity risk**

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

To help reduce these risks Council:

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

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

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

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

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

Note 33 Financial instruments (cont.)

e) Fair value

*Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 2.5%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 34 Related party transactions

(i)	Key Management Personnel	2017 No.	2016 No.
-----	--------------------------	-------------	-------------

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

<b>Councillors</b>	Councillor Paul Tatchell Councillor Allan Comrie (Nov 2012 to Nov 2016, Mayor Nov 2015 to Nov 2016) Councillor Tonia Dudzik Councillor David Edwards (Mayor Nov 2016 to present) Councillor John Spain (Nov 2012 to Nov 2016) Councillor Tom Sullivan Councillor Pat Toohey Councillor John Keogh (Nov 2016 to present) Councillor Jarrod Bingham (Nov 2016 to present)
<b>Chief Executive Officer and other Key Management Personnel</b>	Robert Croxford - Chief Executive Officer Philip Jeffrey - General Manager Infrastructure Danny Colgan - General Manager Social and Organisational Development Satwinder Singh Sandhu - General Manager Growth and Development

Total Number of Councillors	9	7
Chief Executive Officer and other Key Management Personnel	4	4
<b>Total Key Management Personnel</b>	<b>13</b>	<b>11</b>

(ii)	Remuneration of Key Management Personnel	2017 \$'000	2016 \$'000
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Total remuneration of key management personnel was as follows:

Short-term benefits	1,025	1,034
Long-term benefits	-	-
Termination benefits	-	-
<b>Total</b>	<b>1,025</b>	<b>1,034</b>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2017 No.	2016 No.
<\$20,000	5	-
\$20,000 - \$29,999	3	5
\$40,000 - \$49,999	-	1
\$60,000 - \$69,999	1	1
\$160,000 - \$169,999	-	1
\$180,000 - \$189,999	2	1
\$190,000 - \$199,999	1	1
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	1	-
	<b>13</b>	<b>11</b>

(iii) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Responsible Person / Related Party	2017 \$'000	2016 \$'000
Helen Tatchell		
The Moorabool News (Ballan News Pty Ltd)		
- Sale of goods and services	36	36

Moorabool Shire utilises services provided by the Moorabool News Pty Ltd. A public sector tender process was undertaken for the provision of media services and a contract is in place between the two entities. All transactions entered into between the two entities are in accordance with the terms and conditions of the contract.

**Note 34 Related party transactions (cont.)**

**(iv) Outstanding balances with related parties**

There was no outstanding balance with related parties at balance date.

**(vi) Loans to/from related parties**

No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year.

**(vii) Commitments to/from related parties**

There was no commitments in existence at balance date that have been made, guaranteed or secured by the council to/from a related party.

**(viii) Senior Officer Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$142,000 (2016 - \$139,000)

The number of Senior Officers, other than the Responsible Persons, are shown below in their relevant income bands:

Income Range:	2017 No.	2016 No.
\$142,000 - \$149,999	1	1
\$150,000 - \$159,999	-	-
\$160,000 - \$169,999	-	-
	1	1
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to	148	144

**Note 35 Events occurring after balance date**

No matters have occurred after balance date that require disclosure in the financial report.

**Certification of the Financial Statements 2016/17**

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Steven Ivelja CPA  
**Principal Accounting Officer**

**Dated:** 6 September 2017  
*Bacchus Marsh*

In our opinion the accompanying financial statements present fairly the financial transactions of Moorabool Shire Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Tonia Dudzik  
**Councillor**

**Dated:** 6 September 2017  
*Bacchus Marsh*

Paul Tatchell  
**Councillor**



**Dated:** 6 September 2017  
*Bacchus Marsh*

Rob Croxford  
**Chief Executive Officer**

**Dated:** 6 September 2017  
*Bacchus Marsh*





## Part Seven: Appendix





# Major Works Completed

Sealed Roads Program				
<b>Halletts Way/O'Leary Way, Darley - Construction FROM STONEHILL ESTATE TO EXISTING HALLETTS WAY</b>				<b>BUDGET \$9,129,428</b>
Task	Start Date	End Date	% Complete	Budget Status
Construction of Southern Extension	11/04/2016	28/07/2017	95%	
Project has been awarded to Winslow Constructors Pty Ltd. Practical completion of the project is scheduled for July 2017, with an official opening and community event to be held in August, prior to the road being opened to through traffic.				
<b>Egerton-Ballark Road, Bungal – Road Rehabilitation CH 6.07 – 7.90KM SOUTH OF MAGNUS LANE</b>				<b>BUDGET \$450,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	16/01/2017	31/03/2017	100%	
Project was carried out by the Operations Department and was completed in March 2017.				
<b>Ballan-Meredith Road, Mount Wallace – Road Rehabilitation CH 21.4 – 23.24KM FROM EGERTON-BUNGEELTAP ROAD TO BUNGEELTAP SOUTH ROAD</b>				<b>BUDGET \$515,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	21/11/2016	10/02/2017	100%	
Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in February 2017.				
<b>Dunnstown-Yendon Road, Dunnstown – Road Rehabilitation CH 0.12 – 1.304KM SOUTH OF DUNNSTOWN YENDON ROAD / OLD MELBOURNE ROAD ROUNDBABOUT</b>				<b>BUDGET \$380,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	02/11/2016	9/12/2016	100%	
Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in December 2016.				
<b>Navigators Road, Navigators – Road Rehabilitation CH 1.72 – 2.55KM NORTH OF MULLANES ROAD</b>				<b>BUDGET \$265,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	5/12/2016	27/01/2017	100%	
Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in January 2017. The over expenditure was due to unexpected poor subgrade material which required significant treatment.				
<b>Bacchus Marsh-Balliang Road, Balliang - Road Rehabilitation CH 18.81 – 20.84KM FROM DAVIS LANE TO FOOTES LANE</b>				<b>BUDGET \$649,600</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	12/12/2016	30/01/2017	100%	
Project was awarded to Downer EDI Works Pty Ltd and completed in January 2017.				
<b>Lesters Road, Bungaree - Road Widening CH 1.13 – 2.43KM SOUTH OF RAILWAY LINE TO OLD MELBOURNE ROAD</b>				<b>BUDGET \$180,200</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Widening	07/11/2016	23/12/2016	100%	
Project was carried out by the Operations Department and was completed in December 2016.				

<b>Berry Street/Spencer Road, Ballan – Road Widening</b> <b>BERRY STREET – OLD BALLANEE ROAD TO SPENCER ROAD</b> <b>SPENCER ROAD – BERRY STREET TO DENSLEY STREET</b>				<b>BUDGET \$395,400</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Widening – Construction	20/02/2017	05/05/2017	100%	
Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in May 2017. The over expenditure was due to the inclusion of an optional concrete footpath along the length of the project to enable safer pedestrian movements.				
<b>Cairns Drive, Darley - Road Rehabilitation</b> <b>CH 0.0 - 0.94KM FROM ROBERTSONS ROAD TO ALBERT STREET</b>				<b>BUDGET \$605,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	16/01/2017	03/02/2017	100%	
Project was awarded to Bitu-Mill Road Maintenance Pty Ltd and completed in February 2017.				
<b>Maddison Circuit, Darley – Road Rehabilitation</b> <b>CH 0.54 – 0.58KM NORTH OF GREY STREET</b>				<b>BUDGET \$150,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Rehabilitation Works	30/05/2016	01/08/2016	100%	
Project was awarded to Enoch Civil Pty Ltd and works were completed in August 2016. There were a number of variations as a result of latent conditions that largely related to unsuitable material and the adopted treatment to reconstruct the road pavement. This resulted in an over expenditure of approximately \$65,000 from the original estimated cost. This over expenditure was absorbed in the 2015/16 CIP.				
<b>Old Melbourne Road, Millbrook – Preplanning</b> <b>CH 15.55 – 19.00KM FROM BOUNDARY ROAD TO MCGUIGANS ROAD</b>				<b>BUDGET \$40,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation – Preplanning Allocation	05/09/2016	27/01/2017	100%	
Project was awarded to Techrds Design Pty Ltd and completed in January 2017.				
<b>Dunnstown-Yendon Road, Dunnstown - Preplanning</b> <b>CH 1.56 – 3.42KM SOUTH OF THE WALSH'S QUARRY ENTRANCE</b>				<b>BUDGET \$33,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation – Preplanning Allocation	05/09/2016	27/01/2017	100%	
Project was awarded to Techrds Design Pty Ltd and completed in January 2017.				
<b>Carween Lane, Ballan – Preplanning</b> <b>CH 0.00 – 0.64KM WEST OF BALLANEE ROAD</b>				<b>BUDGET \$33,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation – Preplanning Allocation	05/09/2016	24/03/2017	100%	
Project was awarded to Driscoll Engineering Services Pty Ltd and completed in March 2017.				
<b>Halletts Way, Darley – Preplanning</b> <b>WESTERN FREEWAY OVERPASS</b>				<b>BUDGET \$33,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Preplanning of Council infrastructure to compliment new ramps at the Western Freeway overpass	01/07/2016	24/03/2017	100%	
This project was included in the design package undertaken by VicRoads for the new ramps at the Western Freeway overpass.				

**Sutherland Street, Bacchus Marsh – Asphalt Overlay  
CH 0.00 – 0.12KM FROM GISBORNE ROAD TO END** **BUDGET \$18,000**

Task	Start Date	End Date	% Complete	Budget Status
Asphalt overlay	21/11/2016	25/11/2016	100%	

Project was awarded to Bitu-Mill Road Maintenance Pty Ltd and completed in November 2016. The over expenditure was due to unexpected asphalt regulation required at specific locations in the pavement.

**Bacchus Marsh Balliang Road / Glenmore Road Roundabout Construction,  
Rowsley – Blackspot  
INTERSECTION OF GLENMORE ROAD AND BACCHUS MARSH-BALLIANG ROAD** **BUDGET \$1,234,080**

Task	Start Date	End Date	% Complete	Budget Status
New Roundabout Construction	23/05/2016	02/09/2016	100%	

Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in September 2016.

**Station Street, Bacchus Marsh – Road Widening  
FROM GRANT STREET TO BOND STREET** **BUDGET \$462,500**

Task	Start Date	End Date	% Complete	Budget Status
Road Widening – Construction	03/01/2017	29/09/2017	75%	

Project has been awarded to Rustel Pty Ltd. Construction commenced in January 2017 and were put on hold in March due to NBN and V-Line unresolved issues. These issues have now been resolved and construction has resumed. It is anticipated the project will be complete in September 2017.

### Reseal Program

**Reseal Contract  
VARIOUS LOCATIONS** **BUDGET \$559,048**

Task	Start Date	End Date	% Complete	Budget Status
Reseal works on various roads	07/11/2016	16/12/2016	100%	

Project was awarded to Primal Surfacing Pty Ltd and completed in December 2016.

**Final Seals  
VARIOUS LOCATIONS** **BUDGET \$139,762**

Task	Start Date	End Date	% Complete	Budget Status
Final Sealing of various roads	07/11/2016	16/12/2016	100%	

Project was awarded to Primal Surfacing Pty Ltd and completed in December 2016.

### Shoulder Resheeting Program

**Shoulder Resheeting Program  
VARIOUS LOCATIONS** **BUDGET \$142,000**

Task	Start Date	End Date	% Complete	Budget Status
Resheeting of road shoulders throughout the Shire	14/11/2016	31/03/2017	100%	

Project was carried out by the Operations Department and completed in March 2017. The program consists of 5 roads covering 7.1km of the sealed road network.

- Ballanee Road, Ballan Complete
- Glenmore Road, Mount Wallace Complete
- Mount Blackwood Road, Myrniong Complete
- Mount Wallace-Ballark Road, Mount Wallace Complete
- Spargo Creek Road, Bolwarrah Complete

## Shoulder Resheeting Program

Gravel Road Resheeting Program  
VARIOUS LOCATIONS

BUDGET \$1,004,750

Task	Start Date	End Date	% Complete	Budget Status
Resheeting of gravel roads through the Shire	05/09/2016	05/05/2017	100%	

Project was carried out by the Operations Department and completed in May 2017. The program consists of 23 roads covering 21.3km of the unsealed road network.

- Reids Road, Balliang Complete
- Beremboke Road, Beremboke Complete
- Bates Road, Blackwood Complete
- Handley Street, Blackwood Complete
- Hills Road, Blackwood Complete
- Matheson Lane, Blackwood Complete
- Skinners Road, Blackwood Complete
- Ratcliffe Lane, Buninyong Complete
- Scarffs Road North, Buninyong Complete
- Brougham Street, Gordon Complete
- Ingliston-Settlement Road, Ingliston Complete
- Back Settlement Road, Korweinguboorra Complete
- Horgan Track, Korweinguboorra Complete
- Slaters Road, Mollongghip Complete
- Elaine-Egerton Road, Morrisons Complete
- Church Street, Mount Egerton Complete
- Trounces Lane, Mount Egerton Complete
- McCarthys Road, Navigators Complete
- Whelans Lane, Parwan Complete
- Whelans Road, Parwan Complete
- Bowmans Lane, Pentland Hills Complete
- Pope Street, Yendon Complete
- Triggs Road, Yendon Complete

## Bridges and Culverts Program

Bridge Deck Overlays – Preplanning  
VARIOUS LOCATIONS

BUDGET \$100,000

Task	Start Date	End Date	% Complete	Budget Status
Design of deck overlays and structural elements on five of Council's bridges	03/10/2016	16/06/2017	100%	

Project was awarded to TGM Group Pty Ltd and completed in June 2017

- Ballan-Egerton Road, Mount Egerton
- Ballan-Meredith Road, Morrisons
- Egerton-Ballark Road, Bungal
- Glenmore Road, Glenmore
- Old Melbourne Road, Ballan

BEREMBOKE ROAD, BEREMBOKE – BRIDGE REPLACEMENT  
NORTH OF LEVERETTS LANE

BUDGET \$307,650

Task	Start Date	End Date	% Complete	Budget Status
Replacement of existing structure	06/02/2017	23/06/2017	100%	

Project was carried out by the Operations Department and was completed in June 2017. The over expenditure was due to a combination of treating unsuitable subgrade material and time delays in the delivery of the project

Pathways Program				
<b>Inglis Street, Ballan – Streetscape Improvements STEAD STREET TO FISKEN STREET</b>				<b>BUDGET \$420,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Streetscape improvements	20/03/2017	14/04/2018	0%	
This project is currently in the detailed design phase. A funding application has been submitted through the Regional Jobs and Infrastructure Fund Program with an outcome expected soon. Construction is anticipated to be completed prior to the Ballan Autumn Festival in April 2018.				
<b>Gell Street, Bacchus Marsh – Streetscape Improvements MAIN STREET TO CAR PARK ENTRANCE (WEST SIDE ONLY)</b>				<b>BUDGET \$45,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Streetscape improvements	23/01/2017	28/02/2017	100%	
Project was awarded to Rustel Pty Ltd and completed in February 2017. The over expenditure was due to unexpected service alterations costs.				
<b>Martin Street, Blackwood – Asphalt Overlay to Footpath ADJACENT TO THE BLACKWOOD HOTEL</b>				<b>BUDGET \$12,500</b>
Task	Start Date	End Date	% Complete	Budget Status
Overlay of existing asphalt footpath	10/10/2016	18/11/2016	100%	
Project was carried out by the Operations Department and was completed in November 2016. The over expenditure was due to bollards installed to provide further protection for pedestrians within the vicinity of the Blackwood Hotel.				
<b>DDA UPGRADE PROGRAM ADJACENT TO THE BLACKWOOD HOTEL</b>				<b>BUDGET \$21,115</b>
Task	Start Date	End Date	% Complete	Budget Status
Upgrade pedestrian crossings and footpaths to ensure DDA compliance	27/03/2017	09/06/2017	100%	
Project was awarded to Gillespie Earthmoving Pty Ltd and completed in June 2016. The project consists of DDA improvements at the following locations				
<ul style="list-style-type: none"> <li>• Intersection of Clarinda Street &amp; Turner Street, Bacchus Marsh</li> <li>• Intersection of Inglis Street &amp; Duncan Street, Ballan</li> <li>• Intersection of Jopling Street &amp; Edols Street, Ballan</li> <li>• Intersection of Cowie Street &amp; Atkinson Street, Ballan</li> </ul>				
<b>Jonathon Drive to Holts Lane, Darley – Shared path construction JONATHON DRIVE TO HOLTS LANE</b>				<b>BUDGET \$70,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Shared path construction from Jonathon Drive to Holts Lane, Darley	01/03/2017	21/05/2017	100%	
Project was awarded to Rustel Pty Ltd and completed in May 2017. The over expenditure was due to unexpected amendments to Telstra pits and also addition tree planting within the reserve.				
<b>Elaine Township – Footpath Construction PEARSONS ROAD TO ELAINE RECREATION RESERVE</b>				<b>BUDGET \$108,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Footpath construction from Pearsons Rd to the Elaine Recreation Reserve.	12/06/2017	13/07/2017	100%	
Project was awarded to Butler Excavations Pty Ltd and completed in July 2017.				

## Kerb and Channel Program

**Sutherland Street, Bacchus Marsh – Kerb and Channel Replacement  
GISBORNE ROAD TO END****BUDGET \$140,000**

Task	Start Date	End Date	% Complete	Budget Status
Kerb and Channel replacement	19/09/2016	21/10/2016	100%	

Project was carried out by the Operations Department and was completed in October 2016.

**Inglis Street, Ballan – Kerb and Channel Replacement  
STEAD STREET TO DUNCAN STREET****BUDGET \$324,000**

Task	Start Date	End Date	% Complete	Budget Status
Kerb and Channel replacement including formalisation of school crossing and angle parking	16/01/2017	24/02/2017	100%	

Project was awarded to Enoch Civil Pty Ltd and completed in February with tree replacement works completed in June 2017.

## Community Land Program

**Maddingley Park - Lighting of Pathway****BUDGET \$138,000**

Task	Start Date	End Date	% Complete	Budget Status
Lighting improvements to Maddingley Park, Maddingley	20/02/2017	27/06/2017	100%	

Project was awarded to Bewired Pty Ltd and completed in June 2017.

**Masons Lane Recreation Reserve – Shade Sail Installation****BUDGET \$32,620**

Task	Start Date	End Date	% Complete	Budget Status
New shade sails for Athletics	28/09/2016	28/10/2016	100%	

Project was awarded to Sails that Shade Pty Ltd and completed in October 2016. The over expenditure was due to inclement weather which required further resurfacing works around the new structures.

**Parkside Avenue, Maddingley – Construction of New Playground****BUDGET \$20,000**

Task	Start Date	End Date	% Complete	Budget Status
Installation of new playground in Essence Estate	22/09/2016	07/10/2016	100%	

Project was awarded to A Space Pty Ltd and completed in October 2016

**Avenue of Honour, Bacchus Marsh – Walking Trail Feasibility****BUDGET \$35,000**

Task	Start Date	End Date	% Complete	Budget Status
Avenue of Honour feasibility study for footpath works	20/03/2017	23/06/2017	100%	

Project was awarded to Mesh Consulting Pty Ltd and completed in June 2017.

**Bacchus Marsh Racecourse Recreation Reserve – Active Sports Precinct Design****BUDGET \$293,087**

Task	Start Date	End Date	% Complete	Budget Status
BMRRR - Active sports precinct	19/06/2017	31/12/2017	100%	

The project has been awarded to GSA Group Pty Ltd. Design work is currently underway with construction anticipated for 2018.

Masons Lane Recreation Reserve – Pathway Construction				BUDGET \$19,034
Task	Start Date	End Date	% Complete	Budget Status
Construction of Granitic Sand Pathway	18/04/2017	05/05/2017	100%	
Project was awarded to BJE Constructions Pty Ltd and completed in May 2017. The over expenditure was due to additional bollards installed to prevent vehicles parking on and damaging the pathway.				
Dunnstown Recreation Reserve – Dunnstown				BUDGET \$77,478
Task	Start Date	End Date	% Complete	Budget Status
Lighting upgrade to netball/tennis courts	03/11/2016	31/03/2017	100%	
Project was awarded to Ben Clark Electrical Pty Ltd and completed in March 2017.				
Masons Lane Recreation Reserve – Lighting Upgrade				BUDGET \$240,000
Task	Start Date	End Date	% Complete	Budget Status
Lighting Upgrade to Oval 1	24/07/2017	17/11/2017	10%	
The project has been awarded to Commlec Services Pty Ltd. Preliminary installation works are currently underway and final commissioning of lights is anticipated in November 2017.				
Community Buildings Program				
Dunnstown Standpipe – Replacement of Tank Stand				BUDGET \$30,000
Task	Start Date	End Date	% Complete	Budget Status
Replacement of steel tank stand	5/12/2016	23/12/2016	100%	
Project was awarded to WBW Metal Fabrication Pty Ltd and completed in December 2016.				
Bacchus Marsh Swimming Pool – Plant Upgrade				BUDGET \$94,920
Task	Start Date	End Date	% Complete	Budget Status
Plant and machinery testing/replacement	04/09/2017	13/10/2017	0%	
Tender evaluation is currently underway with the upgrade works to be completed prior to the commencement of the pool season.				
Ballan Swimming Pool – Plant Upgrade				BUDGET \$96,120
Task	Start Date	End Date	% Complete	Budget Status
Plant and machinery testing/replacement & replacement of main pool pump	04/09/2017	13/10/2017	0%	
Tender evaluation is currently underway with the upgrade works to be completed prior to the commencement of the pool season.				
Wallace Recreation Reserve – Accessible Toilet				BUDGET \$52,650
Task	Start Date	End Date	% Complete	Budget Status
Conversion of umpires room into accessible toilet	27/02/2017	19/05/2017	100%	
Project was awarded to DRAR Constructions Pty Ltd and completed in May 2017.				

<b>Darley Hub Precinct – Sporting Pavilion Construction</b>				<b>BUDGET \$908,500</b>
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Task	Start Date	End Date	% Complete	Budget Status
Construction of Sporting Pavilion	16/05/2016	02/12/2016	100%	

Project was awarded to Macneil Group Pty Ltd and completed in December 2016.

<b>Darley Hub Precinct – Early Years Hub Construction</b>				<b>BUDGET \$2,307,288</b>
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Task	Start Date	End Date	% Complete	Budget Status
Construction of Early Years Hub	01/02/2016	02/12/2016	100%	

Project was awarded to Macneil Group Pty Ltd and completed in December 2016.

<b>Masons Lane Recreation Reserve – Western Pavilion Design</b>				<b>BUDGET \$75,000</b>
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Task	Start Date	End Date	% Complete	Budget Status
Detailed design of Western Pavilion	01/03/2017	25/08/2017	60%	

Project has been awarded Four18 Architecture Pty Ltd. Design works are currently underway and anticipated to be completed in August 2017.

### Corporate Buildings Program

<b>Darley Hub Precinct – Lift Improvements</b>				<b>BUDGET \$237,000</b>
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Task	Start Date	End Date	% Complete	Budget Status
Design and construction of Lift	25/04/2016	02/12/2016	100%	

Project was awarded to Macneil Group Pty Ltd and completed in December 2016.

<b>Lerderderg Library Acoustics</b>				<b>BUDGET \$47,500</b>
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Task	Start Date	End Date	% Complete	Budget Status
Improvements to acoustics within the library	05/09/2016	30/09/2016	100%	

Project was awarded to Sound Fix Acoustics Pty Ltd and completed in September 2016.

### Bus Shelter Program

<b>Bus Shelter/Bus Route Development Program</b>				<b>BUDGET \$8,000</b>
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Task	Start Date	End Date	% Complete	Budget Status
Improve Bus Shelter locations within the Shire	06/03/2017	31/03/2017	100%	

Improvements to the Spencer Rd, Ballan Bus Stop have been undertaken in conjunction with the road rehabilitation contract currently under construction.

Non Council Land/Buildings Program				
<b>Ballan Mechanics Institute – Hall Improvements</b>				<b>BUDGET \$56,500</b>
Task	Start Date	End Date	% Complete	Budget Status
Improvements to heating and cooling, painting of hall	13/01/2017	28/04/2017	100%	
The heating and cooling component was awarded to GJ Bradding Pty Ltd and was complete in February 2017. The painting component was awarded to Legend Painting Services Pty Ltd and was completed in April 2017.				
<b>Mount Wallace Hall &amp; Recreation Reserve – Toilet Refurbishment</b>				<b>BUDGET \$50,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Refurbishment of toilet amenities including restumping	06/03/2017	21/04/2017	100%	
Project was awarded to MKM Constructions Pty Ltd and completed in April 2017.				
<b>Lal Lal ANZAC Memorial – Lal Lal</b>				<b>BUDGET \$27,000</b>
Task	Start Date	End Date	% Complete	Budget Status
New ANZAC Centenary Memorial	16/01/2017	30/03/2017	100%	
Project was awarded to Andrew Gillespie Earthmoving Pty Ltd and completed in March 2017. The over expenditure was due to additional footpath construction around the monument and the repositioning of tables setting & seating in consultation with the Lal Lal Soldiers Hall Committee of Management.				
<b>Korweinguboorra Recreation Reserve – Shade Sail and Seating</b>				<b>BUDGET \$16,366</b>
Task	Start Date	End Date	% Complete	Budget Status
Recreation Reserve Improvements	16/01/2017	31/03/2017	100%	
Project had delivery from several contractors including Sails that Shade Pty Ltd, Premier Fencing Pty Ltd and also D&A Younger Pty Ltd. The project included shade sails, fencing works and table setting installation all of which were completed by March 2017.				
Projects to be delivered by others				
<b>Maddingley Park – Change Room Refurbishment</b>				<b>BUDGET \$30,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Refurbishment of change rooms to make provision for female participants	28/11/2016	23/12/2016	100%	
Project was delivered by the Maddingley Park Committee of Management and completed in December 2016.				
<b>Maddingley Park Pavilion – Extension</b>				<b>BUDGET \$140,000</b>
Task	Start Date	End Date	% Complete	Budget Status
Refurbishment of social rooms	16/10/2017	22/12/2017		
This project was on hold due to insufficient budget. The project will now be delivered by Council officers and has been carried forward into the 2017/18 financial year which includes an additional budget allocation to deliver the project. Design works are currently underway with construction anticipated to commence in October 2017.				
<b>Ballan Recreation Reserve – Kitchen Upgrade</b>				<b>BUDGET \$22,969</b>
Task	Start Date	End Date	% Complete	Budget Status
Kitchen upgrade	06/02/2017	21/04/2017		
This project was delivered by the Ballan Recreation Reserve Committee of Management and completed in April 2017.				

Balliang Public Hall – Outdoor Space				BUDGET \$28,000
Task	Start Date	End Date	% Complete	Budget Status
BBQ and seating improvements	21/08/2017	29/09/2017	0%	
This project will be delivered by the Committee of Management. The CoM have engaged a building contractor and are currently finalising building permits with construction anticipated to commence in August 2017.				
Coimadai Fire Brigade – Community Facility				BUDGET \$25,000
Task	Start Date	End Date	% Complete	Budget Status
Redevelopment of the former fire station into a community facility	25/07/2016	11/11/2016	100%	
Project was delivered by the Country Fire Authority and completed in November 2016.				
Darley Park – Ball Protection Fencing				BUDGET \$30,000
Task	Start Date	End Date	% Complete	Budget Status
Construction of ball protection fencing	24/10/2016	28/10/2016	100%	
Project was delivered by the Darley Football & Netball Club and completed in October 2016.				
Ballan Golf Club – Water Consolidation				BUDGET \$25,000
Task	Start Date	End Date	% Complete	Budget Status
Water consolidation program	1/02/2017	30/03/2017	100%	
Project was delivered by the Ballan Golf Club and completed in March 2017.				
Avenue Bowling Club – Resurfacing of Green				BUDGET \$25,000
Task	Start Date	End Date	% Complete	Budget Status
Resurfacing of Lorna Lucas Green	15/08/2016	30/09/2016	100%	
Project was delivered by the Avenue Bowling Club and completed in September 2016.				
Gordon Recreation Reserve – Kitchen Upgrade				BUDGET \$37,615.10
Task	Start Date	End Date	% Complete	Budget Status
Kitchen Upgrade	13/02/2017	28/04/2017	100%	
Project was delivered by the Gordon Recreation Reserve Committee of Management and was completed in April 2017.				
Wallace Recreation Reserve – Netball / Tennis Court Lighting Improvements				BUDGET \$34,705
Task	Start Date	End Date	% Complete	Budget Status
Lighting upgrade to netball/tennis courts	23/01/2016	24/03/2017	100%	
Project was delivered by the Wallace Recreation Reserve Committee of Management and was completed in March 2017.				

Clarendon Recreation Reserve – Community Hub				BUDGET \$333,096
Task	Start Date	End Date	% Complete	Budget Status
Construction of a new Community Hub	19/06/2017	15/12/2017	0%	
This project will be delivered by the Clarendon Recreation Reserve Committee of Management with assistance from Moorabool Shire Council. The CoM in conjunction with Council officers are currently finalising design drawings to support the application of the building permit. It is anticipated the building permit will be approved early September and construction to commence shortly after.				
Inactive / On Hold Projects				
Navigators Tennis Club – Fencing Improvements				BUDGET \$20,665
Task	Start Date	End Date	% Complete	Budget Status
Fencing upgrade			0%	
This project was funded through the 2016/17 Community Development Fund. External funding applications have been unsuccessful and as a result there is an additional allocation of funds in the 2017/18 CIP to complement the existing funds to deliver the full project.				
Ballan Recreation Reserve – Netball/Tennis Court Reconstruction				BUDGET \$40,000
Task	Start Date	End Date	% Complete	Budget Status
Reconstruction of Netball/Tennis courts and drainage improvements			0%	
This project was funded through the 2016/17 Community Development Fund. External funding applications have been unsuccessful and as a result, Council resolved to carry forward the funds to deliver a reduced project scope in 2017/18.				
Bacchus Marsh BMX Club – New Track Construction				BUDGET \$25,000
Task	Start Date	End Date	% Complete	Budget Status
BMX Racetrack Development			0%	
This project has been funded through the 2015/16 Community Development Fund. External funding through SRV has been successful and this project will now form part of the Bacchus Marsh Racecourse Recreation Reserve planning project.				
Ballan Depot – Preplanning for New Facility				BUDGET \$214,081
Task	Start Date	End Date	% Complete	Budget Status
Ballan Depot preplanning			40%	
Project has been awarded to JMA Architects Pty Ltd. Design works have currently been suspended as per the resolution from July's OMC.				
Butter Factory Road, Wallace – Road Rehabilitation CH 0.79 – 1.46KM WEST OF MOORABOOL RIVER WEST BRANCH				BUDGET \$230,000
Task	Start Date	End Date	% Complete	Budget Status
Road Rehabilitation	11/09/2017	22/12/2017	0%	
This project has been awarded to Fulton Hogan Industries Pty Ltd. The road rehabilitation and bridge replacement works were combined into one contract to achieve cost efficiencies. As part of the bridge replacement works, the contractor discovered unsuitable material to establish suitable bridge foundations that has resulted in delays due to re-design. The project will now be carried forward to next financial year to avoid inclement weather with construction now anticipated to commence in September 2017.				

**Butter Factory Road, Wallace – Bridge Replacement  
OVER MOORABOOL RIVER WEST BRANCH** **BUDGET \$476,362**

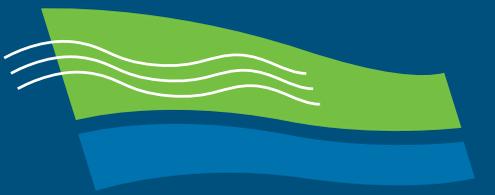
Replacement of 100 year old bridge	11/09/2017	22/12/2017	0%	

This project has been awarded to Fulton Hogan Industries Pty Ltd. The road rehabilitation and bridge replacement works were combined into one contract to achieve cost efficiencies. As part of the bridge replacement works, the contractor discovered unsuitable material to establish suitable bridge foundations that has resulted in delays due to re-design. The project will now be carried forward to next financial year to avoid inclement weather with construction now anticipated to commence in September 2017.









MOORABOOL  
SHIRE COUNCIL