

A large water tower is the central focus of the image. It has a conical metal roof with a ladder and platform. The main body of the tower is painted with a vibrant mural. The upper part shows a blue sky with white clouds. Below that is a yellowish-brown landscape with rolling hills and a few trees. In the foreground of the mural, a kookaburra is perched on a wooden post, facing right. The bird has grey and white feathers on its head and neck, and darker, patterned feathers on its body. The bottom of the image features a decorative graphic with overlapping wavy bands of red, light blue, and dark green.

# West Wimmera Shire Council

## AGENDA UNSCHEDULED COUNCIL MEETING

Tuesday 28 October 2025  
11:00 am

Online Meeting  
via Microsoft Teams

### **PUBLIC ACCESS**

Open to the public and Live streaming from  
Council's website:

[www.westwimmera.vic.gov.au](http://www.westwimmera.vic.gov.au)



**MAYOR**  
**Cr. Tim Meyer**







## COUNCIL VISION

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

## OUR VALUES

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

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

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

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

## OUR GOALS





### **Purpose of Council meetings**

- (1) Council holds scheduled meetings and, when required, unscheduled meetings to conduct the business of Council.*
- (2) Council is committed to transparency in decision making and, in accordance with the Local Government Act 2020, Council and Delegated Committee meetings are open to the public and the community are able to attend.*
- (3) Meetings will only be closed to members of the public, in accordance with section 66 of the Act, if:*
  - (a) there are clear reasons for particular matters to remain confidential; or*
  - (b) a meeting is required to be closed for security reasons; or*
  - (c) it is necessary to enable the meeting to proceed in an ordinary manner.*
- (4) A meeting closed to the public for the reasons outlined in sub-rule 3(b) or 3(c) will continue to be livestreamed. In the event a livestream is not available:*
  - (a) the meeting may be adjourned; or*
  - (b) a recording of the proceedings may be available on the Council website*

The West Wimmera Shire Council Governance Rules set out the meeting procedure rules for this Council Meeting.

This Council meeting will be recorded for live streaming.

### **Recording of Meeting and Disclaimer**

Please note every Council Meeting (other than items deemed confidential under section 3 (1) of the Local Government Act 2020) is being recorded and streamed live on West Wimmera Shire Council's website in accordance with Council's Governance Rules. Live streaming allows everyone to watch and listen to the meeting in real time, giving you greater access to Council debate and decision making and encouraging openness and transparency. All care is taken to maintain your privacy; however, as a visitor in the public gallery, your presence may be recorded. By remaining in the public gallery, it is understood your consent is given if your image is inadvertently broadcast. Opinions expressed or statements made by individual persons during a meeting are not the opinions or statements of West Wimmera Shire Council. Council therefore accepts no liability for any defamatory remarks that are made during a meeting.

### **Councillors pledge**



*As Councillors of West Wimmera Shire Council, we solemnly and sincerely declare and affirm that we will consider each item on this agenda in the best interests of the whole municipal community.*





## **REQUIRED TO ATTEND:**

### **Councillors:**

Tim Meyer, Mayor  
Jodie Pretlove, Deputy Mayor  
Richard Hicks  
Helen Hobbs  
Tom Houlihan

### **Executive Leadership Team:**

David Bezuidenhout - Chief Executive Officer (CEO)  
Dalton Burns – Director Corporate and Community Services (DCCS)  
Brendan Pearce - Director Infrastructure Development & Works (DIDW)



## Table of Contents

1 Welcome .....	8
2 Acknowledgement of Country.....	8
3 Opening Prayer.....	8
4 Apologies, Leave of Absences, Declaration of Conflict of Interest.....	8
4.1 Apologies .....	8
4.2 Leave of Absence.....	8
4.3 Declaration of Conflict of Interest .....	8
5 Chief Executive Officer .....	9
5.1 Annual Report of Operations, Performance Statement and Financial Statements 2024-25 .....	9
6 Corporate and Community Services.....	186
6.1 Long Term Financial Plan .....	186
7 Infrastructure Development and Works .....	210
7.1 West Wimmera Shire Council Plan 2025-2029.....	210
8 Close of Meeting .....	260



## 1 Welcome

## 2 Acknowledgement of Country

The West Wimmera Shire Council acknowledges the traditional custodians of the land on which we meet, and pays respect to their elders, past, present and emerging.

## 3 Opening Prayer

Almighty God, we humbly ask your blessing upon this Council. Guide and prosper our decisions to the advancement of Your Glory and the true welfare of the people of West Wimmera Shire. Amen.

## 4 Apologies, Leave of Absences, Declaration of Conflict of Interest

### 4.1 Apologies

### 4.2 Leave of Absence

### 4.3 Declaration of Conflict of Interest

***All Councillors and Council Staff have a personal responsibility to ensure they are aware of the provisions mandated in the Local Government Act 2020 with regard to Conflict of Interest disclosures.***





## 5 Chief Executive Officer

### 5.1 Annual Report of Operations, Performance Statement and Financial Statements 2024-25

*Directorate:* Corporate and Community Services

*Report Author:* Chief Financial Officer

*Report Purpose:* For Decision

#### **Purpose**

West Wimmera Shire Council (Council) is required under s 98 of the *Local Government Act 2020* (the Act) to prepare an Annual Report on the operations of Council in respect of each financial year.

The 2024-25 Annual Report including the Financial Statements and Performance Statement are presented to Council for the purposes of:

1. A Council resolution to approve 'in principle' the 2024-25 Financial Statements and Performance Statement
2. Authorisation for the 2024-25 Financial Statements and Performance Statement to be submitted to the Victorian Auditor-General's Office for final audit approval
3. Endorsement of two Councillors to certify Council's 2024-25 Financial Statements and Performance Statement in their final form
4. Adoption of the 2024-25 Annual Report, with authorisation given to the Chief Executive Officer to make minor editorial changes as required

Following audit approval, Council will include the certified Financial Statements and Performance Statement in the 2024-25 Annual Report.

#### **OFFICER RECOMMENDATION:**

**That Council adopt the Annual Report 2024/25 which contains the following information as detailed in section 98 of the *Local Government Act 2020*:**

1. Report of operations of Council
2. Audited Performance Statement
3. Audited Financial Statements
4. Auditor's Performance Statement report
5. Auditor's Financial Statements report pursuant to Part 3 of the *Audit Act 1994*, and
6. Any other matters prescribed in the regulations



## **Declaration of Interest**

No officer declared an interest under the Local Government Act 2020 (LGA 2020) in preparing this report.

## **Background**

The Annual Report summarises Council operations and provides general information about Council's activities over a 12 month period to 30 June 2025. The report contains statutory requirements and various local government indices along with the audited Financial Statements and the Performance Statement.

The Annual Report also provides a number of departmental reports which provide additional information regarding Council's activities throughout the 2024-25 financial year.

Section 98 (2) of the Act requires that Council produce as part of its annual report, a set of audited Financial Statements and audited Performance Statement for the financial year. Council's external auditors, Crowe Australasia, acting as agents for VAGO, have conducted their 2024-25 final audit. The Financial Statements were forwarded to VAGO from Crowe following Council's acceptance of the draft statements on September 17, 2025. Statements are generally returned to organisations within four weeks of being sent. Officers are expecting to receive final confirmation of statements prior to the council meeting on October 28, 2025 and will provide a verbal update. The Performance statement has also been forward to VAGO by Crowe more recently. A verbal update will also be provided.

Following this, Section 99 (3) of the Act requires that the Financial Statements and Performance Statement be certified by two Councillors in their final form after any agreed changes recommended by audit have been undertaken.

Therefore, to complete its legislative requirements, the procedure is as follows:

1. Council receives and approves in principle the draft Financial Statements and Performance Statement, following review by the Audit and Risk Committee;
2. Council passes a resolution in accordance with S.99(2) of the Act authorising two Councillors to sign the Financial Statements and Performance Statement in their final (post-audit) form;
3. After review by the Victorian Auditor General's contractor, and after any required and recommended changes to the draft statements are undertaken, the statements are then signed by the two nominated Councillors, the Chief Executive Officer and the Principal Accounting Officer;



4. The Victorian Auditor General issues an audit opinion on the Financial Statements and the Performance Statement;
5. The Financial Statements and Performance Statement are inserted into the Annual Report in their final post-audit form
6. Council holds a meeting to consider the Annual Report in accordance with section 100 of the Act by 31 October 2025

### **Risk Management Implications**

Risk identified: Business continuity risk

Financial risk

Information risk

Regulatory risk

Reputation risk

Strategic risk

Council may be exposed to multiple forms of risk by not adopting its Annual Financial Statements and Performance Statement.

Failure to follow the process as set out under the Act will result in Council breaching its legislative requirements.

Council may be exposed to reputational risk if it fails to comply with legislative requirements and/or fails to report on its operations, including its financial performance and position. Council's reputation would be negatively impacted if the Annual Report was not submitted and presented in a professional manner.

Council may also be subject to financial and resource risk if it fails to provide Annual Financial Statements and the Performance Statement by failing to identify financial issues and opportunities, and an inability to be able to effectively plan resource allocation.

### **Legislative Implications**

The report complies with the requirements of the:

Local Government Act 2020

Section 98(1) of the Act requires Council to prepare an annual report in respect of each financial year. Section 98(2) prescribes that the annual report must contain;

- (a) a report of operations of the Council;
- (b) an audited performance statement;
- (c) audited financial statements;





- (d) a copy of the auditor's report on the performance statement;
- (e) a copy of the auditor's report on the financial statements under Part 3 of the *Audit Act 1994*;
- (f) any other matters prescribed by the regulations.

Per section 99(2) Council, after passing a resolution giving its approval in principle to the performance statement and financial statements, must submit the statements to the auditor for reporting on the audit. Section 100 of the Act prescribes that Council must hold a meeting to consider the Annual Report within 4 months of the end of the financial year.

### **Environmental Implications**

Nil

### **Financial and Budgetary Implications**

The financial risk rating has been assessed as: Medium

The draft Annual Financial Statements contain information on Council's financial performance and variances to the adopted budget for the 2024-25 financial year.

A summary of the outcomes contained within the Annual Financial Statements is as follows:

### **Financial Summary 2024-25**

Council's financial position continues to remain sound with sustainable indicators in all of Council's operations and service delivery. Council's audited Financial Statements and Performance Statement are included herein as part of our annual report.

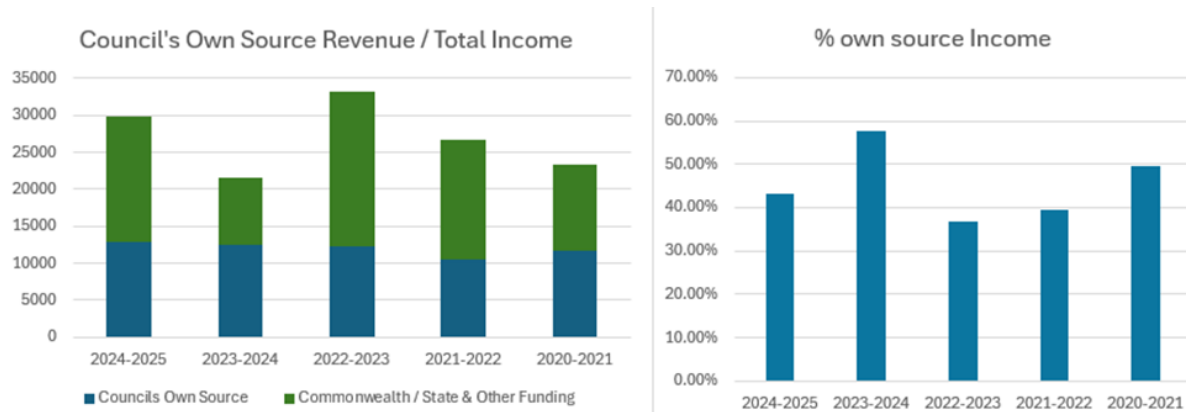
### **Operating Position**

Council's operating results reflect a deficit of \$2.857 million (FY 2023-24: \$ 11.528 million deficit) for the year, the result includes a prepayment of the Financial Assistance Grants (FAGs) by the Commonwealth for 2025-2026. This allocation of \$3.956 million was budgeted as cash inflow for 2025-26 in accordance with historical funding policy. Additionally, the Council has also delivered \$6.695 million in capital projects as part of Council's Annual Plan and these projects are vital for community wellbeing and recreation activity needs of the community.

The Commonwealth has released \$3.956 of the 2025-2026 FAGs during June 2025 with balance to be funded in four equal instalments during the year. Due to this early payment of FAGs, the Council has reported \$10.840 million in cash reserves and reflects Council's strong ability to meet its current liabilities.

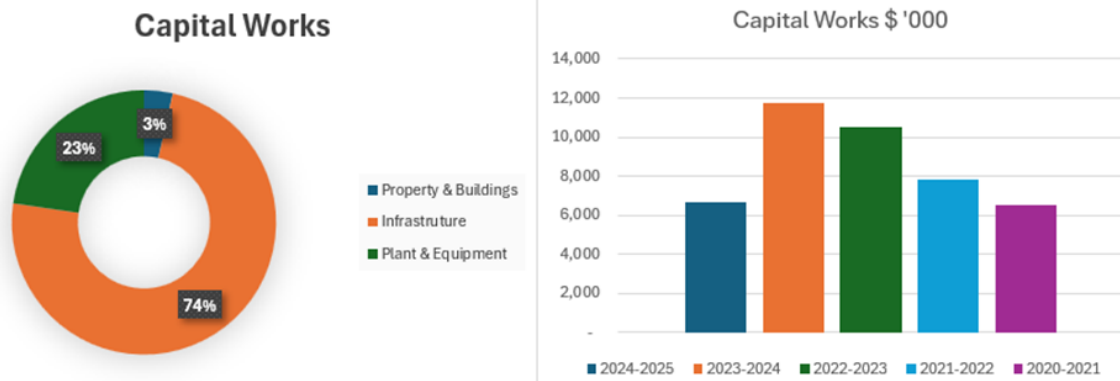


Council's own source income for the year is reported at 43.17% of the total income aggregating to \$12.909 million with another \$16.914 million received in Commonwealth and State grants and subsidies. Council raised \$8.936 million in Rates and Charges, \$2.155 million in reimbursements and other income, \$0.834 million in User Fees, \$0.390 million in interest and \$0.435 million in gain on sale of Council assets. Council has demonstrated significant year on year growth in utilisation of its assets and generating better financial outcome for the Council.



Operating Grants aggregated to \$14.466 million exceeding the budgeted estimates due to FAGs released in June 2025 and as per directive released for accounting, this amount has been recognised in financial year 2024-25. Capital Grants for FY 2024-25 are reported at \$2.448 million and have also remained lower than our budgeted projections. Council continues to rely on grants and funding from Commonwealth and State for sustainable delivery of its operations and services to the community. Commonwealth and State have endorsed their commitment towards regional and rural Councils in Victoria due to their limited capacity to generate funds from own sources and Council considers its sustainable position in the region with strong delivery and community satisfaction statistics.

Council has achieved a high delivery of capital works program during FY 2023-24 with over \$6.695 million completed and delivered projects. This program delivery includes \$4.330 million spent on Council roads and infrastructure and another \$2.365 million spent on community projects. Council highly values the significance of these community projects and has prioritised community wellbeing in delivering these sporting and recreational activity projects. This has another high level of capital works delivered and Council continues to set higher delivery benchmarks in the region.



Council's reported expenses for the year are represented by Employee Costs of \$11.544 million and account for 35% of the total expenses. Materials & Services aggregate to \$9.587 million and considering the value of capital works delivery for the year, the combined total of Employee Costs and Materials & Services have made a significant value-added contribution towards Council's objectives and commitments to the community.

Depreciation for the year is reported at \$10.826 million, and the Council has a well-integrated mechanism of its asset management plan, and the renewals linked to our critical infrastructure assets. Council has over \$261.586 million worth of assets and has a comprehensive condition assessment and management plan to maintain these assets over their useful life.

Council's current assets of \$12.085 million provide a fair capacity to meet our current liabilities of \$8.286 million and demonstrate a balanced current ratio of 1.46. Our cash reserves stand at \$10.840 million.

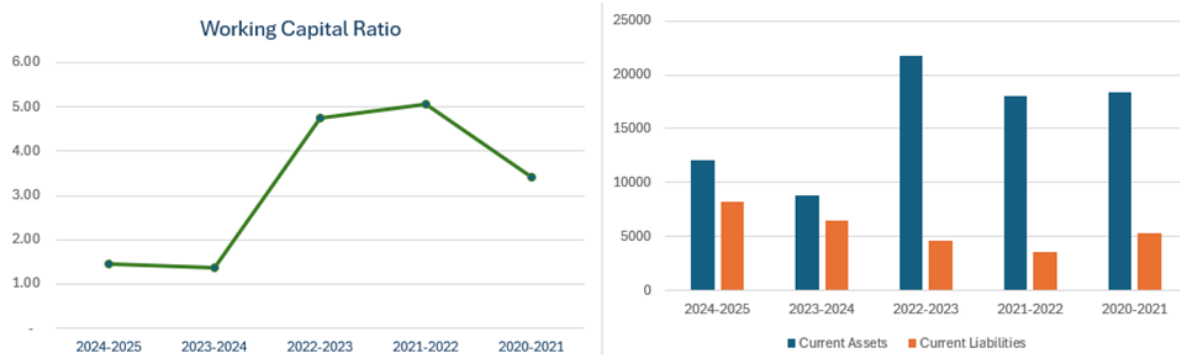
Current liabilities at close of financial year remained \$8.286 million represented by \$2.141 million in trade and other payables. The project's completion and other work completed in Q4 and towards the end of the financial year are reflected in this liability and settled in accordance with terms of trade. The amount of \$2.180 million in our current liabilities provides coverage to employee leave entitlements and other financial obligations expected to be settled within the next financial year. Contract liabilities of \$1.360 million reflect initial funding released for projects planned for FY 2025-26 and community contributions towards these projects. These funds have not been recognised as income in this financial year in accordance with provisions of Australian Accounting Standard Board AASB 1058 and AASB 15.

Council's non-current assets have indicated steady growth to aggregate at \$262.014 million with the highest representation from our infrastructure assets worth \$231.974 million. Council gauges the importance of these infrastructure assets as critical and allocates its financial resources to maintain these assets. A recent statewide condition assessment comparison demonstrates that WWSC is amongst the top performing Council for road and infrastructure assets conditions. The community surveys also reflect higher satisfaction level for Council's delivery services to its residents and rate payers.





Council's working capital adequacy is reflected by our current assets adequacy to meet our financial obligations. The working capital adequacy for FY 2024-25 is considered optimum and is reflective of changes in grants disbursements by the Commonwealth, but Council's financial indicators demonstrate the sustainability measure.



### Policy Implications

This report is supported by the following West Wimmera Shire Council Policy/s:

- Asset Capitalisation Policy
- Asset Disposal Policy
- Asset Management Policy
- Borrowings Policy
- Communications Policy
- Community Engagement Policy
- Community Support Fund Policy
- Corporate Credit Card and Purchase Cards Policy
- Council Grants Policy
- Fraud & Corruption Control Policy
- Guarantor Policy
- Investment Policy
- Procurement Policy

### Council Plan Implications

This report supports the following sections of the West Wimmera Shire Council Plan 2021 – 2025:

#### **Goal 4 – Good Governance**

- 4.1 Ensure long term financial sustainability.
- 4.2 Engage with the community in a timely and respectful way.
- 4.3 Advocate for our community on issues important to our future.



4.4 Develop a high performing accountable organization.

4.5 Maintain a rigorous risk management framework.

### **Communication Implications**

Upon audit clearance of the Annual Financial Statements and Performance Statement, these documents will be appended to the 2024-25 Annual Report and will become freely available to the public.

In accordance with section 100 of the Act, public notice via local media and Council's website will be provided 14 days prior to the Council Meeting to consider the Annual Report that Council will consider the Annual Report for 2024-25 at a Council Meeting that is open to the public.

This document will be available for inspection by the public and will be published on Council's website. Copies will also be on display at Councils' Edenhope and Kaniva Customer Service Centres.

### **Equal Impact Assessment**

No Equal Impact Assessment is required

### **Conclusion**

In summary, this report recommends that Council adopts the Financial Statements and Draft Performance Statement. Following audit approval, Council will include the certified Financial Statements and Performance Statement in the 2024-25 Annual Report.

### **Attachments**

1. 2024-25 annual report working file 23 10 2025 [5.1.1 - 99 pages]
2. Annual Financial Statements- FINA L-2024-2025 [5.1.2 - 59 pages]
3. Performance statement updated [5.1.3 - 11 pages]

# DRAFT ANNUAL REPORT 2024/2025







#### Acknowledgement of Country

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

# Contents

Our shire	5
Mayor and CEO message	7
Major achievements	9
Our Council	11
Elected members	12
Financial summary	13
Our organisation	17
Executive profiles	20
Our people	22
Our community	27
Advocacy	29
Volunteers	32
Community grants	33
Events	34
Our performance	37
Description of operations	40
Council goal 1 - liveability and healthy community	42
Community support and wellbeing	49
Emergency management	54
Council goal 2 - diverse and prosperous community	56
Capital Works	62
Projects	63
Tourism	64
Economic development	66
Council goal 3 - sustainable environment	68
Council goal 4 - good governance	76
Council goal 5 - our commitment	80
Engineering and works	83
Our governance	89
Performance statement	99
Annual financial report	

## About our Annual Report

The 2024/2025 Annual Report reviews our strategic, operational, and financial performance for the financial year from 1 July 2024 to 30 June 2025. This important document demonstrates our commitment to open and accountable governance, showing our community how we have performed and whether we fulfilled our promises.

The report aligns our highlights and achievements with the strategic goals and strategies set out in our Council Plan 2021-2025. It meets legislative and compliance reporting requirements under section 98 of the Local Government Act 2020.

The Annual Report contains the following:

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

This year, our Annual Report goes beyond statutory requirements, providing a comprehensive and engaging account of our activities. It serves as an essential tool to inform all stakeholders of our performance and plans, reflecting our vision to create a community where people choose to live, work, visit, and invest.

The Annual Report 2024/2025 includes:

- An overview of the shire, including a message from the CEO and mayor
- Information on our council and governance
- Organisational structure
- Detailed performance and financial statements
- Case studies highlighting key projects and initiatives



Photo: New councillors being sworn in

## Our Shire

**West Wimmera Shire is located along the Victorian-South Australian border, covering 9108 square kilometres. The region spans from the southern towns of Apsley, Edenhope and Harrow to Goroke, Kaniva and Serviceton in the north.**

Home to about 4,000 residents, the shire is known for its welcoming communities, thriving local industries and diverse natural landscapes.

A defining feature of West Wimmera is its environmental variety. The Little Desert National Park runs through the region and marks a natural divide between landscapes. Northern areas are characterised by western mallee country, bordering the Big Desert National Park and renowned for producing some of Australia's finest durum wheat. In contrast, the southern part of the shire is red gum country, rich in wetlands, lakes, and the Glenelg River.

With its high environmental diversity and low population density, much of West Wimmera is native environment. It is home to rare and regionally significant flora and fauna, including the critically endangered spiny rice-flower and the recently rediscovered golden-rayed blue butterfly. Nature-based tourism is steadily growing as visitors seek out the region's wildlife, open spaces, and unspoilt beauty.

Agriculture and forestry remain the backbone of the local economy, contributing an estimated \$518.8 million of West Wimmera's total economic output of \$788.2 million. Fertile soils and reliable rainfall continue to support these key industries.

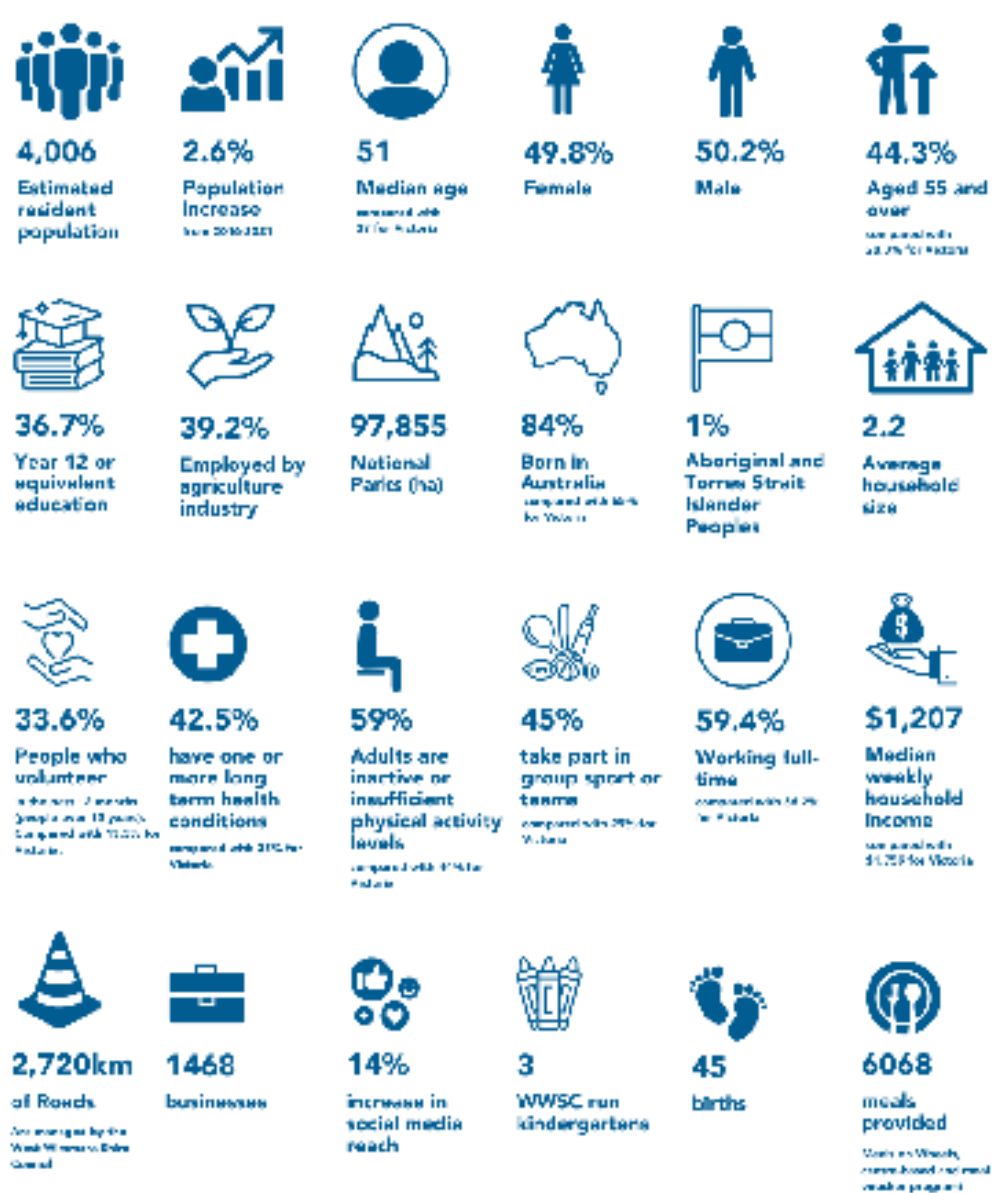
The region boasts high quality education, healthcare services, alongside a range of sporting and recreational facilities. These include motorsports venues, equestrian complexes, and netball, football, hockey and tennis clubs.

A Mediterranean-style climate, strong community spirit and high levels of volunteerism make West Wimmera a healthy and connected place to live, work and play.





## About West Wimmera





## Mayor and Chief Executive Officer's message

It is with pride that we present the 2024-2025 Annual Report, reflecting on a year of delivery and achievement across West Wimmera Shire.

During 2024/25, Council completed several major projects that have strengthened our community facilities and services. Recreation spaces were enhanced with the successful delivery of AFL lighting upgrades at both Harrow and Kaniva Recreation Reserves, officially opened in June 2025. These projects were made possible through by substantial council contribution, along with strong partnerships with local clubs, committees, and State Government funding.

The Edenhope Lake Wallace boat ramp extension was also completed, providing improved access for anglers, boaters, and visitors to the lake. Meanwhile, the West Wimmera Cabins Project was finalised, with eight new cabins delivered across caravan parks in Lake Charlegrark, Kaniva, Harrow and Goroce. These cabins have already proven valuable for seasonal workers and visiting tourists, adding to the region's capacity to welcome guests.

Investment in essential infrastructure was another feature of the year. Road reconstruction works were completed on Mooree Road and South Lillimur Road, along with bridge and kerb upgrades across the shire. Footpath improvements in Edenhope and Goroce enhanced safety and accessibility for pedestrians, while Council's resealing and maintenance programs contributed to keeping the local road network safe and reliable.

Council also played an important role in emergency response and recovery during the Chetwynd, Little Desert and Diggers Lane fires. The dedication of staff,

volunteers and emergency services during these events demonstrated the resilience of our community and the value of strong partnerships in times of need.

Community voices remained central to our work. The 2025 Community Satisfaction Survey reflected steady results across most measures, with strong ratings for customer service and overall performance, and valuable feedback that will guide further improvements. Engagement with residents and community groups throughout the year also ensured that projects and services reflected local priorities.

In addition to completed projects, Council secured funding and progressed planning for a range of initiatives to benefit the community. Funding was secured for upgrades at Goroce Recreation Reserve, Kaniva Bowling Club, and the Kaniva Dog Park, with project planning underway for new lighting, irrigation, fencing, and accessible facilities.

Planning commenced for Goroce Swimming Centre upgrades, including schematic designs for future improvements. At Goroce Kindergarten, funding was secured for a new inclusive playground. Remediation and planning works progressed at the Kaniva Depot, and construction on the Edenhope Recreation Reserve changerooms began. Edenhope Aerodrome received infrastructure upgrades, including a bore, solar pump, and taxiway improvements. These actions during 2024/25 demonstrate Council's commitment to strengthening community infrastructure, supporting local clubs and groups, and enhancing the liveability of West Wimmera.

These projects and efforts also highlight Council's ongoing commitment to working with the community, local organisations, and government partners to deliver meaningful outcomes.

We thank our Councillors, staff and community members for their dedication throughout the year. Together, these achievements demonstrate the strength and resilience of West Wimmera and our shared commitment to building a vibrant and connected community.

**Cr Tim Meyer**  
Mayor

**David Bezuidenhout**  
Chief Executive Officer

## Our Vision

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

## Our Values

### **Innovative**

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

### **Accountable**

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

### **Collaborative**

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

### **United**

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

## Major changes

### **Aged and Disability Services**

Council resolved to withdraw from delivering the Commonwealth Home Support Program (CHSP) and the Home and Community Care Program for Younger People (HACC PYP) due to increasing regulatory and governance requirements.

- April 2025 – Department of Health (DH) appointed West Wimmera Health Service (WWHS) as the new CHSP provider from 1 July 2025.
- June 2025 – Department of Families Fairness and Housing (DFFH) appointed Uniting (Victoria and Tasmania) as the new HACC PYP provider from 1 July 2025.

Council worked closely with both providers to ensure a smooth transition for clients and staff and will continue to collaborate to support continuity of care and service delivery.

## Major achievements

- Department of Families, Fairness and Housing (DFFH) Amplify and Engage 2025-27 successful funding application.
- Successful transition of Home and Community Care Program for Younger Persons (HACC PYP) to Uniting Victoria Tasmania
- Steampunk Festival High Tea held at Serviceton Railway Station
- Successful grant applications to multiple community groups and organisations
- Support to the community following the Little Desert National Park Fires
- Completion of the Cabins at Goroke, Harrow and Lake Charlegrark
- Successful funding applications for the Kaniva Bowls Synthetic Green, Accessible Amenities, and Sports Lighting Upgrade, Goroke PreSchool - Playground upgrade and Goroke AFL Sports Lighting and Oval Upgrade projects
- Application submitted for additional Worker Accommodation through the Regional Worker Accommodation Fund
- Completion of the Edenhope Equine Facility Upgrade, Harrow Recreation Reserve Lighting Upgrade and Kaniva Recreation Reserve AFL Lighting Upgrade projects.
- Advocacy plan developed and pushing hard on advocacy matters



Photo: Goroke Cabins Project





Photo: 2024/25 West Wimmera Shire Councillors

## Our Council

This section presents the profiles of the elected members and a financial summary for 2024/2025. It outlines the Council's financial position. The report covers key aspects such as cash reserves, income sources, and the completion of capital works projects. It also highlights the Council's ongoing investment in infrastructure and community initiatives, aimed at maintaining assets and supporting community needs, while indicating a focus on long-term financial sustainability.



## Elected Member Profiles



### Mayor Tim Meyer

First term: 18 Oct 2020

Current term: 2024-2028

Mayor since: Nov 2023

M | 0437 219 818

E | TimMeyer@westwimmera.vic.gov.au

- o West Wimmera Cemetery Trust
- o Rural Councils Victoria
- o Municipal Association of Victoria (MAV)
- o Northwest Municipalities Association
- o CEO Performance Planning Advisory Committee
- o Audit and Risk Committee
- o Timber Towns Victoria
- o Wimmera Southern Mallee Development



### Deputy Mayor Jodie Pretlove

First term: 22 Oct 2016

Current term: 2024-2028

Deputy Mayor since: Nov 2024

M | 0437 238 902

E | JodiePretlove@westwimmera.vic.gov.au

- o West Wimmera Shire Cemetery Trust
- o CEO Performance Planning Advisory Committee
- o Audit and Risk Committee



### Councillor Helen Hobbs

First term: 7 Nov 2024

Current term: 2024-2028

M | 0476 220 186

E | HelenHobbs@westwimmera.vic.gov.au

- o CEO Performance Planning Advisory Committee
- o West Wimmera Cemetery Trust
- o Wimmera Southern Mallee Regional Transport Group
- o Kaniva Community Sporting Complex



### Councillor Tom Houlihan

First term: 22 Oct 2016

Current term: 2024-2028

Deputy Mayor since:  
Nov 2023 - Nov 2024

M | 0437 219 881

E | TomHoulihan@westwimmera.vic.gov.au

- o CEO Performance Planning Advisory Committee
- o Johnny Mullagh Interpretive Centre Inc
- o Local Government Statewide Forum – Recycling & Waste Matters
- o West Wimmera Rural Water Supply Project Steering Committee
- o West Wimmera Cemetery Trust
- o West Grampians Community Consultative Committee



### Councillor Richard Hicks

First term: 22 Oct 2016

Current term: 2024-2028

M | 0408 906 033

E | RichardHicks@westwimmera.vic.gov.au

- o CEO Performance Planning Advisory Committee
- o Rail Freight Alliance
- o West Wimmera Cemetery Trust
- o Western Highway Action Committee



### Councillor Bruce Meyer

First term: 1993, Shire of Kaniva

Last term: 18 October 2020

- o Audit and Risk Committee
- o CEO Performance Planning Advisory Committee
- o Kaniva Community Sporting Complex
- o West Wimmera Shire Cemetery Trust

## 2024/2025 Financial Summary

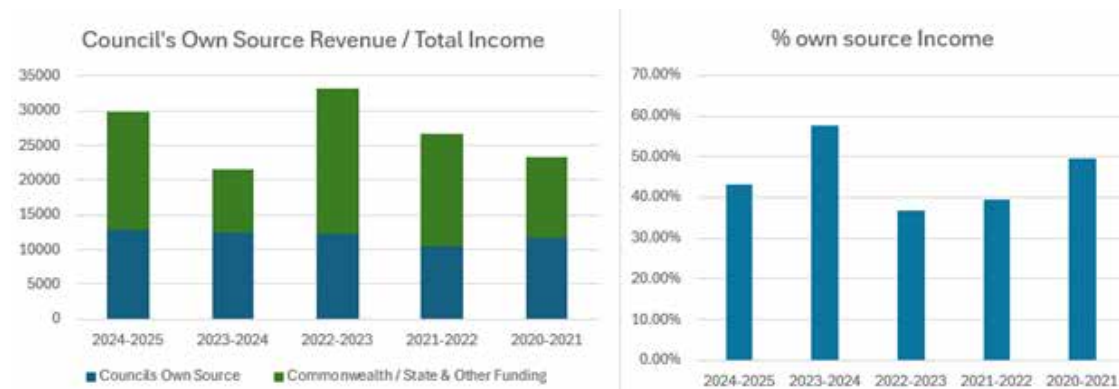
Council's financial position continues to remain sound with sustainable indicators in all of Council's operations and service delivery. Council's audited Financial Statements and Performance Statement are included herein as part of our annual report.

### OPERATING POSITION

Council's operating results reflect a deficit of \$2.857 million (FY 2023-24: \$ 11.528 million deficit) for the year, the result includes a prepayment of the Financial Assistance Grants (FAGs) by the Commonwealth for 2025-2026. This allocation of \$3.956 million was budgeted as cash inflow for 2025-26 in accordance with historical funding policy. Additionally, the Council has also delivered \$6.695 million in capital projects – as part of Council's Annual Plan and these projects are vital for community wellbeing and recreation activity needs of the community.

The Commonwealth has released \$3.956 of the 2025-2026 FAGs during June 2025 with balance to be funded in four equal instalments during the year. Due to this early payment of FAGs, the Council has reported \$10.840 million in cash reserves and reflects Council's strong ability to meet its current liabilities.

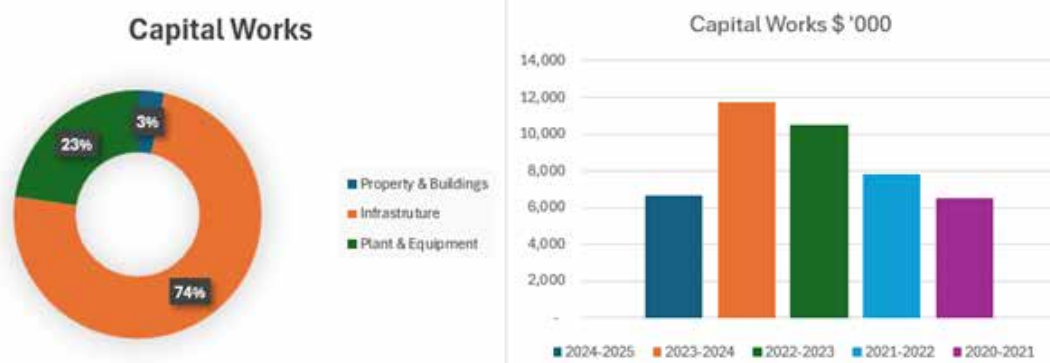
Council's own source income for the year is reported at 43.17% of the total income aggregating to \$12.909 million with another \$16.914 million received in Commonwealth and State grants and subsidies. Council raised \$8.936 million in Rates and Charges, \$2.155 million in reimbursements and other income, \$0.834 million in User Fees, \$0.390 million in interest and \$0.435 million in gain on sale of Council assets. Council has demonstrated significant year on year growth in utilisation of its assets and generating better financial outcome for the Council.



Operating Grants aggregated to \$14.466 million – exceeding the budgeted estimates due to FAGs released in June 2025 and as per directive released for accounting, this amount has been recognised in financial year 2024-25. Capital Grants for FY 2024-25 are reported at \$2.448 million and have also remained lower than our budgeted projections. Council continues to rely on grants and funding from Commonwealth and State for sustainable delivery of its operations and services to the community. Commonwealth and State have endorsed their commitment towards regional and rural Councils in Victoria due to their limited capacity to generate funds from own sources and Council considers its sustainable position in the region with strong delivery and community satisfaction statistics.



Council has achieved a high delivery of capital works program during FY 2023-24 with over \$6.695 million completed and delivered projects. This program delivery includes \$4.330 million spent on Council roads and infrastructure and another \$2.365 million spent on community projects. Council highly values the significance of these community projects and has prioritised community wellbeing in delivering these sporting and recreational activity projects. This has another high level of capital works delivered and Council continues to set higher delivery benchmarks in the region.



Council's reported expenses for the year are represented by Employee Costs of \$11.544 million and account for 35% of the total expenses. Materials & Services aggregate to \$9.587 million and considering the value of capital works delivery for the year, the combined total of Employee Costs and Materials & Services have made a significant value-added contribution towards Council's objectives and commitments to the community.

Depreciation for the year is reported at \$10.826 million and the Council has a well-integrated mechanism of its asset management plan, and the renewals linked to our critical infrastructure assets. Council has over \$261.586 million worth of assets and have a comprehensive condition assessment and management plan to maintain these assets over their useful life.

Council's current assets of \$12.085 million provide a fair capacity to meet our current liabilities of \$8.286 million and demonstrate a balanced current ratio of 1.46. Our cash reserves stand at \$10.840 million.

Current liabilities at close of financial year remained \$8.286 million represented by \$2.141 million in trade and other payables. The projects completion and other works completed in Q4 and towards end of financial year are reflected in this liability and settled in accordance with terms of trade. An amount of \$2.180 million in our current liabilities provide coverage to employee leave entitlements and other financial obligations expected to be settled within the next financial year. Contract liabilities of \$1.360 million reflect initial funding released for projects planned for FY 2025-26 and community contributions towards these projects. These funds have not been recognised as income in this financial year in accordance with provisions of Australian Accounting Standard Board AASB 1058 and AASB 15.

Council's non-current assets have indicated steady growth to aggregate at \$262.014 million with highest representation from our infrastructure assets worth \$231.974 million. Council gauges the importance of these infrastructure assets as critical and allocates its financial resources to maintain these assets. A recent statewide condition assessment comparison demonstrates that

WWSC is amongst the top performing Council for road and infrastructure assets conditions. The community surveys also reflect higher satisfaction level for Council’s delivery services to its residents and rate payers.

Council’s working capital adequacy is reflected by our current assets adequacy to meet our financial obligations. The working capital adequacy for FY 2024-25 is considered optimum and is reflective of changes in grants disbursements by the Commonwealth, but Council’s financial indicators demonstrate the sustainability measure.

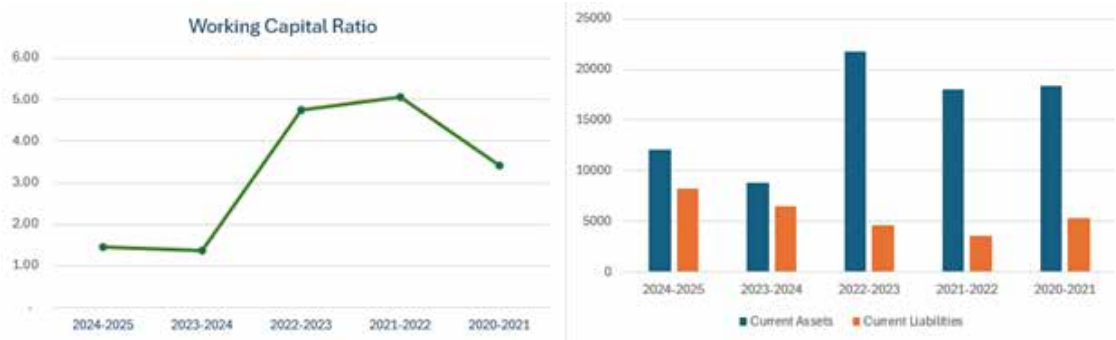




Photo: West Wimmera Shire Council Edenhope Customer Service Centre

## Our Organisation

This section provides an overview of West Wimmera Shire Council's structure and leadership, focusing on the roles within the Executive Leadership Team and business units. It highlights Council's commitment to occupational health and safety, gender equality, and equal employment opportunity. Detailed human resource data, including employee distribution and workplace diversity, is presented through diagrams and tables to offer a clear picture of the organisation's workforce.

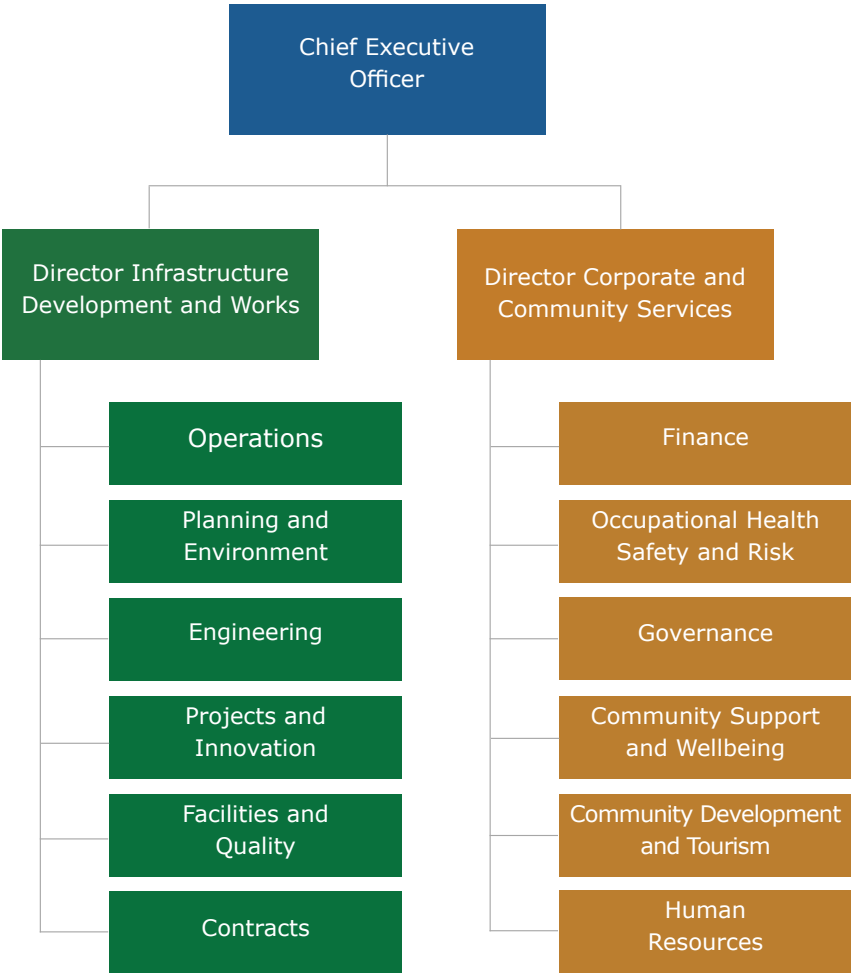


# Organisational structure

West Wimmera Shire Council is divided into two directorates: infrastructure, development and works; corporate and community service, each led by a director who reports to the Chief Executive Officer (CEO).

Each directorate includes a number of business units, led by a business unit manager, each overseeing thier individual areas of responsibility while working collaboratively across the organisation. Council is the governing body that appoints the Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Two directors and the CEO form the Executive Leadership Team.

Organisational chart as at 30 June 2025





## Governor of Victoria visits West Wimmera Shire

West Wimmera Shire Council hosted the Governor of Victoria, Her Excellency Professor the Honourable Margaret Gardner AC, for a two-day tour of the shire, covering Kaniva, Goroke, and Harrow. The visit offered a detailed view of the region's community initiatives, local businesses, and essential services.

The tour began in Kaniva with a Council briefing, followed by a visit to Hannaton Poll Merinos and White Suffolks to observe advanced agricultural practices in a family-run enterprise. In Goroke, the Governor joined a round table discussion with local emergency services, toured the Goroke CFA/SES shed, and visited the Goroke Silo Art. The day also included a visit to Miga Lake Flowers to see sustainable flower farming in action.

In Harrow, the Governor visited the Bush Nursing Centre to learn about local health services and toured the Harrow Discovery

Centre, gaining insight into the region's Indigenous cricket history and upcoming Harrow Sound and Light Show. The tour concluded in Kaniva at the Wetlands and Fauna Park, where the Governor planted a tree and met volunteers from the Kaniva Lions Club.

During the visit, the Governor was briefed on key local issues including road conditions, housing, and childcare needs. The tour highlighted the innovation and dedication of local businesses and volunteers while drawing attention to the ongoing challenges faced by rural communities.

This visit provided a platform to showcase the shire's assets, celebrate community achievements, and engage in discussions about critical infrastructure and service priorities, reinforcing the importance of local advocacy and support for regional development.



## Executive profiles

### David Bezuidenhout

Chief Executive Officer



Master of Project Management  
Graduate Company Director  
Law degree

Admitted as Legal Practitioner in Supreme Court of Queensland and High Court of Australia.

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

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

### Brendan Pearce

Director Infrastructure  
Development and Works



Bachelor of Engineering (Civil)

Brendan Pearce was born in Hopetoun and was raised on a wheat/sheep farm near Woomelang. He attended school at Woomelang Primary School and Sea Lake High School (now Tyrell College).

Since graduation, Brendan has worked in engineering roles for councils in Victoria (Bairnsdale Shire, Macedon Ranges Shire), Queensland (Kilcoy Shire, Burnett Shire, North Burnett Shire, Cloncurry Shire) and Northern Territory (Katherine Town Council).

Brendan has two children, who are now young adults and live in Brisbane, and a small dachshund that is probably too spoiled. Brendan enjoys living in 'real' Australia and throughout his career and travels has gravitated to smaller country communities.

#### Areas of responsibility:

- Infrastructure & Assets – roads, footpaths, drainage, buildings, facilities, aerodrome, quarries
- Environment & Community Services – waste, recycling, health, local laws, emergency management, parks, pools
- Planning & Development – statutory and strategic planning, building, property, economic growth
- Projects & Innovation – project delivery, innovation

### James Bentley

Director Corporate and  
Community Services



Master of Professional Accounting

After starting his career in corporate risk and underwriting in Sydney, James transitioned to Local Government in 2006. He has held senior roles in customer experience, finance and revenue in councils across New South Wales and Queensland and brings with him genuine enthusiasm about the power of positive culture to deliver improvement for our community.

James believes that working in Council is one of the most satisfying ways to contribute to the prosperity and sustainability of the place we call home.

### Dalton Burns

Director Corporate and  
Community Services



Bachelor of Commerce  
Master of Business Administration

Dalton grew up in Horsham and spent much of his spare time at the family farm at Douglas with both his mother and father growing up on properties in Douglas and Harrow respectively.

He attended Deakin University studying a Bachelor of Commerce and later obtained his CPA and more recently a Master of Business Administration. During his working life he has spent time in financial and business management in education, training and public health. Spending time in rural and remote parts of the Wimmera leading to developing a particular understanding of the challenges facing rural and regional communities.

At home he is a devoted dad and enjoy sport, where he still plays football for Harrow Balmoral Football Netball Club.

Dalton is following in his grandfather's footsteps where he was 'president' of the shire in the mid 1970s.

#### Areas of responsibility:

- Finance, rates and revenue
- Customer service
- Human resources
- Governance
- Occupational health, safety and risk
- Kindergartens, early years services
- Risk management, audit committee
- Maternal and Child Health Service
- Youth services
- Home and Community Care Services
- Community and volunteer support
- Information technology
- Cemeteries
- Community development and tourism



## Our people

West Wimmera Shire Council is divided into two directorates: infrastructure, development and works; corporate and community service, each led by a director who reports to the Chief Executive Officer (CEO).

Council continues to maintain its commitment to the principles of Equal Employment Opportunity through recruitment and selection and employment arrangements.

Council continued to implement its Gender Equality Action Plan (GEAP) and submitted a Progress Report to the Gender Equality Commission in February 2024. The progress report documented Council's work towards the strategies and measures outlined in the GEAP and progress in relation to the workplace gender equality indicators.

Equal Impact Assessment training was delivered to the Senior Leadership Group, facilitated by Women's Health Grampians. The training assisted Council staff to ensure the principles of gender equality are embedded in our policy and program development, according to the requirements of the Gender Equality Act.

Table 1: Employee distribution by organisational structure by employment type by gender

Row Labels	Corporate and Community Services	Executive	Infrastructure Development and Works	Total
<b>Casual</b>	<b>3.80</b>		<b>2.50</b>	<b>6.30</b>
Female	3.80		1.00	4.80
Male			1.50	1.50
<b>Full time</b>	<b>15.00</b>	<b>4.00</b>	<b>56.00</b>	<b>75.00</b>
Female	14.00	1.00	9.00	24.00
Male	1.00	3.00	47.00	51.00
<b>Part time</b>	<b>17.22</b>	<b>1.00</b>	<b>7.48</b>	<b>25.70</b>
Female	15.82	1.00	3.20	20.02
Male	0.60		4.29	4.89
Unspecified	0.80			0.80
<b>Grand total</b>	<b>36.02</b>	<b>5.00</b>	<b>65.98</b>	<b>107.01</b>

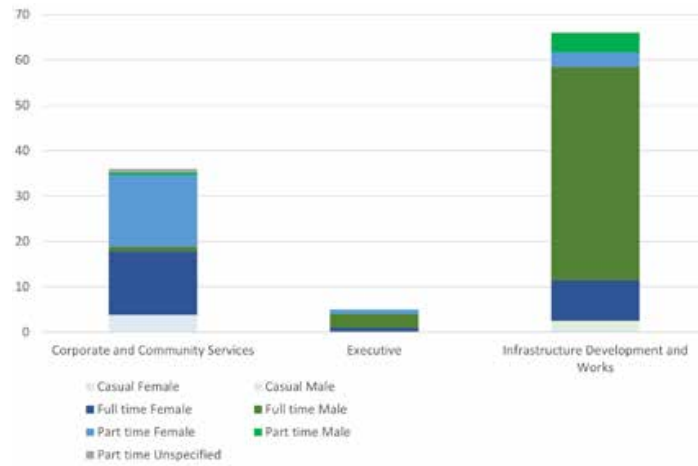


Figure 1: Employee distribution by organisational structure by employment type by gender (CEO, Corporate and Community and Infrastructure Development and Works)

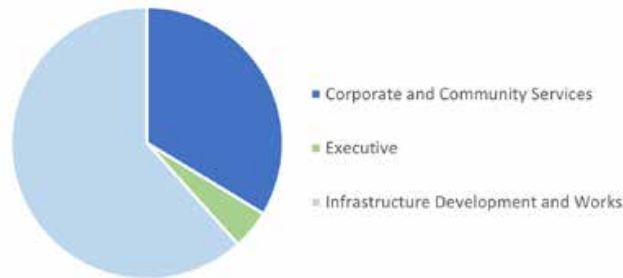


Figure 2: Percentage distribution of enrolment type within organisational structure (Executive, Corporate and Community and Infrastructure Development and Works)

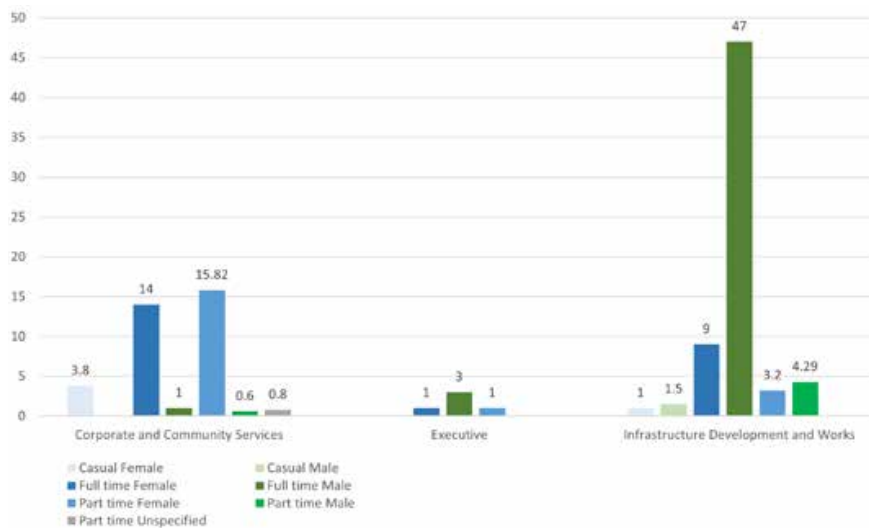


Figure 3: Distribution of employees by organisational structure, employment type and gender (Executive, Corporate and Community and Infrastructure Development and Works)

Table 2: Employee distribution by banding by gender

Row Labels	Female	Male	Unspecified	Total
Band 2	4.54	10.03		14.56
Band 3	2.30	19.60		21.90
Band 4	7.38	6.00	0.80	14.18
Band 5	8.47	7.60		16.07
Band 6	5.00	3.00		8.00
Band 7	4.50	1.80		6.30
Band 8	4.60	5.76		10.36
Band not applicable	12.03	3.60		15.63
Grand Total	48.82	57.39	0.80	107.01

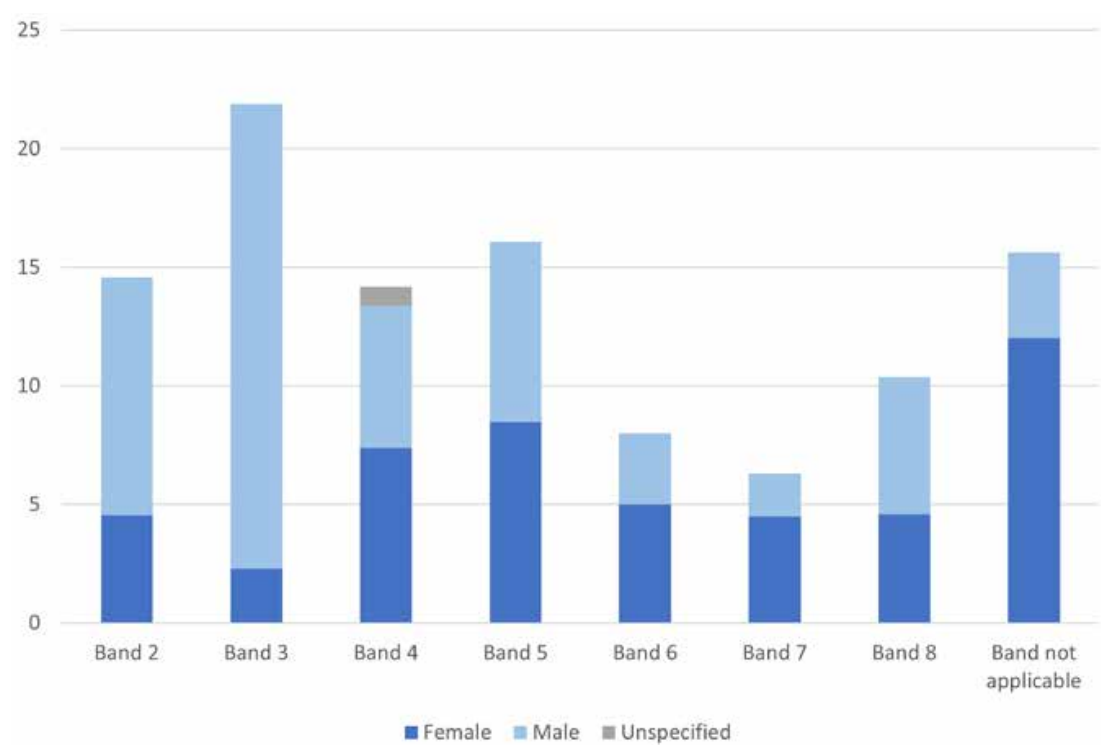


Figure 4: Employee distribution by banding by gender

## Occupational Health and Safety

West Wimmera Shire Council continued its partnership with AEGIS Risk Management Services during 2024/25, receiving targeted support in return-to-work strategies. This collaboration has significantly reduced return-to-work timeframes, enabling staff to resume pre-injury duties and hours more efficiently. AEGIS delivered a four-hour training session for the senior leadership team, coordinators and supervisors on positively influencing claim liability.

A strong focus remained on contractor safety, with 265 online inductions completed by contractors and their employees throughout the year.

The Elumina software system remains Council's Occupational Health and Safety Management System, providing online incident reporting accessible via the intranet and mobile devices. Incident reporting has continued to rise, supporting a downward

trend in both the number and severity of injuries, which has contributed to a reduction in Council's WorkCover premium.

Council's OHS committee, established under the OHS Act 2004, includes seven management representatives and six elected health and safety representatives. The committee met four times during 2024/25 on 13 August 2024, 18 November 2024, 4 March 2025 and 20 May 2025.

Council continued to deliver an extensive OHS training program to maintain staff skills and compliance. Training covered a range of areas including construction induction (white card), first aid, chemical handling, health and safety representative training, truck licences, forklift operation, traffic management and fire warden responsibilities.

Additional initiatives included an internal OHS trivia competition in October to coincide with WorkSafe week, and quarterly OHS safety awards, which recognise individuals who have demonstrated exceptional safety practices or initiatives.



Photo: WWSC southern works crew





## Our Community

This section highlights West Wimmera Shire Council's role in supporting and engaging with the community. It covers the celebration of community events, advocacy efforts on behalf of residents, and the Council's communication strategies, including newsletters, social media, and website. The section also provides insights from the Community Satisfaction Survey and other data, offering an overview of how these efforts have supported the community.



# Our communications

West Wimmera Shire Council remains focused on ensuring residents and ratepayers are kept informed and connected through a range of communication channels and engagement opportunities.

Our stakeholders include:
Residents
Ratepayers
Community groups and volunteers
Customers
Government
Visitors

In 2024/25, communications and engagement supported a wide range of projects across Council. Major initiatives and milestones included AFL lighting upgrades at Kaniva and Harrow ovals, and new cabins at many of the shire’s caravan parks. Key campaigns and civic events such as 16 Days of Activism, National Volunteer Week, and Australia Day Awards were also supported through coordinated communications and promotional activity.

Engagement and communications also played a vital role in the development and delivery of strategic documents including Council’s Onsite Wastewater Management Plan, Road Management Plan and Community Engagement Policy.

The fortnightly electronic newsletter continues to serve as a core communications tool, sharing news and updates with 988 subscribers. A monthly printed version is also produced and distributed to post offices across the shire, ensuring residents who prefer a hard copy can access current Council information. Each edition includes project updates, service information, engagement opportunities and a calendar of upcoming community events.

Findings from the 2025 Annual Community Satisfaction Survey highlight a shift in communication preferences, with email newsletters now the most preferred method of receiving Council news and event information (31%), followed by newsletters via mail (22%). This marks the first time email has overtaken mail as the leading communication channel. Social media continues to be a valued source of information, particularly among residents under 50, and remains an important part of Council’s communications mix.

Council issued 82 media releases during the year, shared with media outlets and community subscribers, and also published on the Council website. Regular advertising continued in key regional and local publications, including the Nhill Free Press, Kaniva Times, Edenhope and District Echo, Wimmera Mail-Times, Weekly Advertiser, Goroke Free Press, Servi Snippets, Maggie Chatter (Apsley), Harrow Happenings and Casterton News.

## WEBSITE

The Council website and tourism microsite remain important platforms for information and access to services. These websites continue to see strong engagement, with the most visited pages including:

- Employment
- Landfill and transfer stations
- Contact us
- Mayors and councillors
- About us

Council’s event calendar remains open to community submissions, and over 70 local events were featured in the past year, supporting local participation and tourism.



SOCIAL MEDIA

Council’s social media presence continues to grow. Key figures from Council’s social media platform in 2024/25 included:

Platform	Description
Facebook	Facebook followers increased by 14.4% to 2996, with 889 posts shared across the year
Instagram	Council increased its Instagram follows by 14.9% per cent and published 42 posts
Other	Other Council-affiliated social media accounts include: <ul style="list-style-type: none"><li>• Visit West Wimmera Facebook Page (205 followers)</li><li>• Visit West Wimmera Instagram Page (309 followers)</li></ul>

These channels support Council’s efforts to communicate in real time, promote events and services, and share community updates with a broad audience.



Photo: Maragaret Gardner Governor of Victoria and Mayor Tim Meyer

Advocacy

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

The plan contain several advocacy points, which include advocacy to various stakeholders (federal and state governments, state departments, members of parliament and other organisations).

Our councillors, CEO and directors have attended a series of meetings with these stakeholders during the past financial year.

Main advocacy points were on the following:

- Road infrastructure and condition of roads
- Connectivity (internet and mobile)
- Secure potable water, including water pressure
- The West Grampians Pipeline Project
- Access to health and community services
- Improvements in public transport
- Support with development with childcare solutions
- Incentives to attract the required skilled workforce for the region
- Additional external funding for roads and bridges

Maragaret Gardner Governor of Victoria  
(15 -16 August 2025)

Work has begun this year as per the Local Government Act 2020 Requirement Councils to preparing a new 4-year Council Plan, Community Vision, 10-year financial Plan, Asset Management Plan and Workforce Plan.

The revenue and rating plan was adopted in June 2025 along with the Annual Budget and Annual Plan for FY25/26





## Serviceton's Angela Heinrich recognised as Senior Citizen of the Year

West Wimmera Shire Council has named Serviceton's Angela Heinrich as the 2024 Senior Citizen of the Year. She received the award at the Seniors Concert in Edenhope.

Angela has been a dedicated volunteer for many years, continuing to make an outstanding contribution to both the Serviceton and Kaniva districts. She has served on numerous local committees, helping to keep facilities running smoothly and encouraging younger members to step into volunteering roles.

Since 1986, she has been spokesperson for the Serviceton Railway Station Committee, regularly offering guided tours and promoting the town's history. She also plays a central role in the Serviceton and District Action Group as secretary and treasurer, and is one of three editors of the Servi Snippets newsletter, which has kept the community informed for nearly two decades. As president of the Serviceton Recreation and Sports Association, Angela manages the

local clubrooms and camping grounds, often stepping in to ensure the community's needs are met.

Her contributions extend further as secretary of the Serviceton Rural Fire Brigade and vice president of the Serviceton Ladies Fellowship. Alongside these roles, Angela also drives the community bus from Kaniva to Horsham and volunteers at the Kaniva Purple Starfish community shop.

Presenting the award, West Wimmera Shire Council CEO David Bezuidenhout praised Angela's exceptional contribution, describing her as "an outstanding example of dedication and service." He commended her ability to bring people together and inspire the younger generation.

The Senior Citizen of the Year award recognises residents aged 60 years or more who make a difference to community wellbeing, remain active, and encourage others to do the same.

## Innovation Platform

The Innovation Platform initiative continues to capture ideas from both the community and Council staff. In 2024/25, 84 submissions were received. Of these, 63 focused on business improvements designed to enhance service delivery. The remaining 21 submissions related to projects, some of which aligned with existing initiatives, while others proposed new, standalone concepts.

One example is the proposal for a new playground for the Goroكة Kindergarten. Council collaborated with the kindergarten educators and Goroكة Parents Advisory Group to submit a successful application to the 2024-25 Building Blocks Inclusion Grant. This project, jointly funded by the Department of Education and Training and the Goroكة Parents Advisory Group, is scheduled for completion in late 2025.

Other major infrastructure-related submissions, such as increasing the availability of worker accommodation and proposed upgrades to the Kaniva Memorial Swimming Pool, have been incorporated into Council's advocacy planning. These initiatives guide engagement with state and federal governments to attract investment and support. From these potential projects that have been submitted, these are assessed through a concept planning process to, where feasible, seek out a suitable funding opportunity for future delivery.

All submissions are assessed through a concept planning process (assessed by PMO and councillors). Where feasible, suitable funding opportunities are sought to progress ideas toward delivery.

## Community satisfaction survey

West Wimmera Shire Council has once again performed strongly in the 2025 Community Satisfaction Survey, achieving results well above the state average across multiple key areas.

The independent survey, conducted annually by JWS Research on behalf of Local Government Victoria, asked residents to rate Council performance on a range of core measures including overall performance, community consultation, decision making, lobbying, customer service, sealed local roads and overall direction.

Council's overall performance index score was 60, surpassing both the small rural council average (54) and the state-wide average (53). This marks the fifth consecutive year Council has scored above 58 on overall performance, highlighting continued service stability and consistent delivery across the organisation.

Customer service remained Council's top-performing core measure, with an index score of 72. Among residents who had contact with Council over the past year, 71 per cent rated their experience as either 'very good' or 'good'.

The appearance of public areas, elderly support services, enforcement of local laws and waste management were identified as Council's best performing service areas.

While roads, slashing and weed control were rated as the lowest performing areas, these categories still showed improvement on last year's results and exceeded both the small rural and state-wide averages.

## Our volunteers

West Wimmera Shire continues to have one of the highest rates of volunteerism in Victoria. Volunteers contribute to nearly every aspect of community life, driving the success of sporting clubs, interest groups, events, and emergency services. Their efforts are critical to the shire's ongoing vitality.

To recognise this vital contribution, Council hosted a morning tea in Edenhope during National Volunteer Week in May 2025. The event, at the Edenhope & District Community Centre, was open to all community volunteers and served as a celebration of the many individuals who give their time and skills to the region.

Kaniva marked International Volunteer Day on 5 December 2024 with a game of bowls followed by a community lunch. These events celebrated the positive impact of volunteering in building strong, connected communities.

### KANIVA FAUNA PARK

Kaniva Fauna Park remains a popular destination for travellers and locals. During 2024/25, the park welcomed two fawns to its animal population. The young deer attracted interest from visitors and residents alike. The animals are cared for by dedicated volunteers from the Kaniva Lions Club, who tend to their needs on a weekly basis.

### WIMMERA SOUTHERN MALLEE BUS

The Wimmera Southern Mallee Bus, a partnership between West Wimmera Shire Council and the Centre for Participation, continues to provide vital transport links for residents. Since 2018, the service has run every Wednesday, transporting passengers from Kaniva, Nhill, Dimboola, and Pimpinio to Horsham.

The service is made possible by committed volunteers who donate their time to drive the bus and assist passengers. Over 100 people accessed the service in 2024/25.



Photo: Local historian and volunteer Les Milikin narrating the history of Serviceton Railway Station

## Community grants

Council's community grant programs continued to support local groups and initiatives throughout 2024/25, with a strong focus on building connection, inclusion and wellbeing across the shire. In 2025, the grant framework was reviewed and refined to better reflect community priorities and ensure funding reaches the projects that make the greatest social impact.

	Total spend 2024/25
Community Strengthening Grants	\$39,318.83
Community Support Grant contributions	\$25,000.00
Community Support Grant insurances	\$20,000.00 building and contents \$12,000.00 public and products liability
Quick Response Grant	\$2,500.00
Support for Events Grant	\$32,251.00 (in-kind support directly from Council)
Sponsorship and Contributions Grant	\$3,200.00 direct financial support \$970.00 direct in-kind support
The total spend on community grants:	\$73,462.52 (financial support) \$33,221.00 (In-kind support)

A total of \$73,462.52 in community grants was distributed, supporting a diverse range of local events, programs, and initiatives. Projects funded contributed to the social, cultural, and economic vitality of the region, enhancing quality of life and fostering a strong sense of community.

In addition to direct financial support, Council provided \$33,221 in in-kind assistance to help bring community events to life. This practical support included:

- Provision of additional rubbish bins
- Traffic signage and event notifications
- Traffic management plans prepared by Council staff

These contributions reduced the burden on event organisers and allowed volunteers to focus on delivering safe and successful activities for their communities.

As part of the program refresh, Council also updated its grant guidelines to make the application process clearer and more accessible. The revised criteria aim to support projects that:

- Strengthen social cohesion
- Promote inclusion and participation
- Build local capacity and leadership
- Create positive health and wellbeing outcomes

To support applicants through these changes, Council will deliver a series of interactive community grant workshops in Kaniva and Edenhope. These sessions will guide community members through the application and acquittal process, explain the updated requirements, and provide space for questions and discussion.

The community grants program remains a key way Council supports grassroots action, helping residents to shape and lead the projects that matter most in their towns and communities.



Photo: Edenhope Artists Residency open day



## Events

### Wimmera Steampunk Festival high tea at Serviceton Railway Station

Council hosted a High Tea at the historic Serviceton Railway Station in April 2025, in collaboration with Seymour Heritage Railway and the Wimmera Steampunk Festival. The event brought 165 guests to the 1888 landmark, many dressed in steampunk attire, to enjoy afternoon tea, live music by Probably Guilty, and heritage tours.

Local volunteers, including members of the Serviceton and District community, helped serve and host the event. Les Milliken led guided tours, sharing the rich history of the station.

### Victoria Seniors Festival

Council secured funding through the 2024 Victorian Seniors Festival Active Living Fund to deliver a range of events throughout October. Collaborating with local men's sheds in Edenhope, Goroke, Kaniva and Harrow, events included open days, community health sessions, and guest speaker presentations from organisations such as Grampians Health, Western District Health Services and Ambulance Victoria.

On the day of the Seniors Concert, a mini expo was held in the Edenhope & District Community Centre, with presentations on aged care, cyber safety, active living, and emergency preparedness. This was followed by lunch and a live performance by Wendy Stapleton, celebrating the Swinging Sixties.



Photo: Wimmera Steampunk Festival High Tea at Serviceton

### R U OK? Day

On 12 September, events took place in Edenhope and Kaniva to promote mental wellbeing. Speakers included Sviko Jinga from Rural Outreach and Mal Coutts, who shared insights into the importance of checking in with others and building strong social connections.

### 16 Days of Activism

Running from 25 November and 10 December 2024, this campaign promoted gender equality and the prevention of gender-based violence. Events in Edenhope and Kaniva featured presentations by Angela Murphy (Ballarat & Grampians Community Legal Service) and Melissa Morris (Women's Health Grampians), highlighting available support services and local advocacy opportunities.

### Remembrance Day

Services were held across Kaniva, Edenhope, Harrow and Apsley to commemorate those who served. In Goroke, Australian flags were placed at the cemetery in honour of the fallen.

### Other events

Council supports a wide range of community-led events across the municipality, powered by volunteers. These events foster community connection and attract visitors to the region.

- **Henley on Lake Wallace** – continues to bring locals and former residents together for a day of family-friendly activities.
- **Lake Charlegrark Country Music Marathon** – drew attendees from across the country, with performances by headliners Adam Harvey and Beccy Cole.
- **Goroke Rodeo** – run by the Goroke Apex Club, attracted crowds for an evening of rodeo events, music and entertainment.
- **Day of the Dackel** – held at Henley Park in Edenhope, celebrated dachshunds and their owners with races, stalls and family entertainment.



## Kaniva's Kaye Bothe Named Citizen of the Year

Kaniva's Kaye Bothe has been named West Wimmera Shire's Citizen of the Year in recognition of her tireless dedication and service to the community. As Secretary of the Kaniva Agricultural and Pastoral Society, Kaye has played a pivotal role in enhancing the Kaniva Show, securing funding for new attractions, and bringing the 2024 Victorian Agricultural Shows State Convention to Kaniva.

Her contributions extend beyond the showground. Kaye has been actively involved with the Bill's Gully Welfare Group and the Kaniva Community Advisory Committee, where her leadership and commitment have supported projects that strengthen local connections and benefit residents across the shire.

Kaye's unwavering passion for her community and her ability to inspire collaboration among volunteers and organisations make her a standout recipient of this year's award. Her work not only celebrates the spirit of volunteerism but also highlights the positive impact that dedicated individuals can have on regional communities.

In addition to Kaye's recognition, West Wimmera also celebrated Bonnie Gordon as Young Citizen of the Year, the Edenhope Flora Reserve Committee as Community Group of the Year, and the Kaniva A&P Society for hosting the 2024 Victorian Agricultural Shows State Convention, acknowledged as Community Event of the Year.





Photo: Harrow oval lighting

## Our Performance

This section reviews West Wimmera Shire Council's performance, highlighting how it meets its strategic goals and legislative requirements. It covers the Council Plan 2021-2025 and its alignment with community priorities. Performance is assessed through various indicators and measures, with detailed reports on each of the Council's five strategic goals: Liveability and Healthy Community, Diverse and Prosperous Community, Sustainable Environment, Good Governance, and Our Commitment. Detailed reports on major initiatives and service delivery provide insights into the Council's achievements and focus areas.

# Integrated Strategic Planning and Reporting Framework

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

- A community vision (for at least the next 10 financial years)
- A council plan (for at least the next four financial years)
- A financial plan (for at least the next 10 financial years)
- An asset plan (for at least the next 10 financial years)
- A revenue and rating plan (for at least the next four financial years)
- An annual budget (for the next four financial years)
- A quarterly budget report
- An annual report (for each financial year) and

- Financial policies

The Act also requires councils to prepare:

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

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

Diagram 4: Integrated planning and reporting framework



## Council Plan 2021-2025 at a glance

The preparation of a council plan is a legislative requirement. Under the Victorian Local Government Act 2020, a council plan must be prepared every four years and submitted to the Minister for Local Government. The West Wimmera Shire Council Plan is our key strategic document and incorporates the Municipal Public Health and Wellbeing Plan with our commitment to health and wellbeing reflected throughout.

The Council Plan and indicators are reviewed each year to ensure that they reflect the priorities of the Council and our community. Council will also report quarterly on an annual plan which will contain more detail on the projects and actions to be delivered each year.

The Council Plan has been developed in accordance with relevant legislation and reflects the outcomes of consultation with the local community and other key stakeholders over the past year. The plan is a roadmap for West Wimmera Shire Council, outlining where we are heading and what we all need to do to get there.

The Council Plan:

- States the Council's long-term vision and goals
- Integrates the Municipal Public Health and Wellbeing Plan, emphasising health and wellbeing
- Reviews and updates indicators annually to align with Council and community priorities
- Reports quarterly on detailed annual projects and actions
- Reflects community and stakeholder consultation outcomes
- Complies with legislative requirements under the Victorian Local Government Act 2020

Five goals have been identified as the focus for Council and community activity to achieve the vision:



The Council Plan is available to view on Council's website [www.westwimmera.vic.gov.au](http://www.westwimmera.vic.gov.au). The implementation of the Council Plan will drive improvements in service delivery and contribute to achieving the community's vision for West Wimmera Shire as a vibrant and sustainable region.

**Goal 1: Liveable and Healthy Community**

**Goal 2: Diverse and Prosperous Economy**

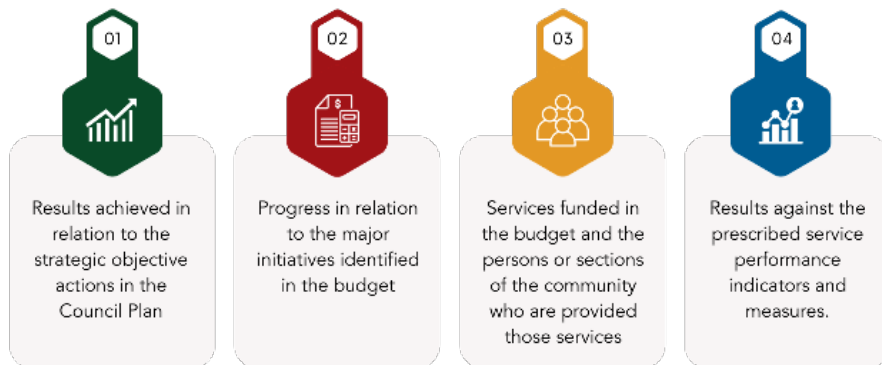
**Goal 3: Sustainable Environment**

**Goal 4: Good Governance**

**Goal 5: Our Commitment**

## Reporting performance

Council's performance for the 2024/25 year has been reported against each strategic goal and strategy to demonstrate how Council is performing in achieving the 2021-2025 Council Plan. Performance can be measured as follows:



## Description of operations

Council delivers a wide range of business-as-usual (BAU) services that keep our Shire running, meet statutory requirements, and support community wellbeing. These are our ongoing responsibilities and differ from the special initiatives listed in this Plan.

### **DIRECTORATE: INFRASTRUCTURE & PLANNING**

#### **Engineering**

- Strategic and technical asset management
- Civil design and engineering support
- Road, bridge and drainage planning
- Delivery of Capital Works Program

#### **Operations**

- Maintenance of 2,751 km of local roads, bridges, footpaths and drainage
- Parks, gardens, recreation reserves, and public amenities upkeep (X number)
- Fleet and plant management
- Delivery of VicRoads Maintenance Contract

### **Waste Management**

- Operation for Transfer Stations across the shire
- Management of roadside collection service

### **Quality & Facilities**

- Maintenance of Council buildings, halls, and public facilities
- Cleaning, safety and asset compliance checks
- Continuous improvement of service standards
- Optimise and make available the use of council facilities

**Contract & Procurement**

- Purchasing, contracts and tenders
- Supplier compliance and probity management

**Projects & Innovations**

- Delivery of capital works program
- Project management and design coordination
- Innovation in service delivery and infrastructure renewal
- Strategic Development Projects

**Planning & Development**

- Statutory planning and building permits
- Local laws administration
- Environmental health and compliance (food safety, septic, housing health)

**DIRECTORATE: CORPORATE & COMMUNITY SERVICES**

**Human Resources (HR)**

- Workforce planning, recruitment, and training
- Payroll, employee relations, and staff wellbeing
- Organisational culture development

**Occupational Health & Safety (OHS)**

- Workplace safety management
- Risk assessments and incident response
- Compliance with WorkSafe and legislative standards

**Community Support Services**

- Early Years services (Childcare, Kindergarten, Playgroups)
- Youth engagement and inclusion programs

**Community Development & Tourism**

- Community & Business grants and event support
- Tourism marketing, visitor information and regional partnerships

- Emergency management coordination and recovery

**Finance & Transactions**

- Financial planning, budgets and audits
- Rates and property valuation
- Treasury, accounting and reporting

**Governance & Compliance**

- Council meetings, decision-making and records management
- Policy, risk and audit oversight

**Communications**

- Community engagement, customer service and communications

**Customer Service**

- Customer service (phone & in person)
- Vic Roads Agency
- Centrelink Agency
- Hosting Court

**Library**

- Open Access Library Services across Edenhope, Kaniva, Goroke & Harrow

This broad range of community services and infrastructure for residents, supports the wellbeing and prosperity of our community. Council's vision, strategic goals and strategies to further improve services and facilities are described in our Council Plan 2021-2025. The associated Annual Plan 2024/25 and the Budget 2023/24 are guided and reported upon in this document.

Refer to the section on Our Performance for more information about Council services. The delivery of services, facilities, support and advocacy to achieve the strategic goals and strategies is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislations.



# Council Goal 1

## Liveability and Healthy Community

### Strategic Indicators

Indicators/measures	Comments/results
West Wimmera population (ABS)	2021 Australian Bureau of Statistics Census indicated population growth for West Wimmera Shire Council from 3,810 to 4,006.
Primary Care Partnership – Wimmera Community Profile	The data set has previously been provided by Wimmera Primary Care Partnership, who have now joined the Grampians Region Public Health Unit within Grampians Health. Western Victoria Primary Health Network now provide LGA data set. The data set is provided on a four yearly basis.
Annual Local Government Satisfaction Survey	The index score recorded for elderly support services for the West Wimmera Shire was 68 compared with the state-wide score of 63. Appearance of public areas remains Council's second-best performing area (index score 70).

## Major initiatives

### Goal 1: Liveable & Healthy Community

Strategies	Initiatives	Timing	Achievements/ Actions
1.1 Create a healthy, active, and vibrant community.	1.1.1 Review and implement a revised Community Strengthening Program to ensure programs, clubs and infrastructure are supported equitably across the Shire.	2021-2022	Overarching Grants Policy was reviewed and updated in April 2023 and includes associated guidelines for each grant category. SmartyGrants and Grant Guru has been implemented.
	1.1.2 Seek funding for and prepare a Municipal Sport and Recreation Strategy to guide sport and recreation infrastructure and activities in the Shire.	2021-2023	Funding applied for and received. Sport and Recreation Strategy adopted June 2024.
	1.1.3 Implement Municipal Sport and Recreation Strategy.	Ongoing from 2023	Strategy adopted and implementation commenced.
	1.1.4 Advocate for improved access to health and community services within the Shire.	2021-2025	Ongoing.
	1.1.5 Work with other sporting, education, and health service providers to promote and deliver accessible healthy and active lifestyle programs.	2021-2025	Ongoing.
	1.1.6 Work with local health providers to provide long term mental health services.	2021-2025	Ongoing.
	1.1.7 Work with state, regional and local sporting associations to offer socially modified forms of sport and recreation that cater to all ability levels.	2021-2025	Commenced discussions with some sporting codes within the Shire to offer modified forms of recreation and sport. Also discussions with Grampians Health regarding the identification of safe access areas within the Shire for people with mobility issues.
	1.1.8 Support and promote volunteering opportunities within the organisation with local community groups.	2021-2025	On the website, volunteer opportunities are listed and prospective volunteers are encouraged to call Events and Volunteering Officer to discuss opportunities. Website includes volunteer handbook and application form. Event held to recognise volunteers across the Shire.
1.2 Support a safe and inclusive community.	1.2.1 Maintain supported playgroups across the Shire.	2021-2025	Supported Facilitator operates two supported playgroups each week. Funding maintained with DFFH; additional pop-up intergenerational playgroups have been implemented.
	1.2.2 Provide a range of youth focused activities that provide a diverse range of safe and inclusive experiences across the Shire.	2021-2025	Ongoing through FreeZa and Engage state government funding.
	1.2.3 Partner with relevant local and regional organisations to promote and deliver domestic violence awareness campaigns.	2021-2025	Ongoing.

	1.2.4 Support relevant regional and local agencies in promotion of mental health, drug, and alcohol awareness programs and also, advocate for increased resources.	2021-2025	Ongoing through MCH and youth services.
	1.2.5 Ensure Communities of Respect and Equality (CoRE) Action Plan is maintained and being implemented.	2021-2025	CoRE Action Plan implemented
	1.2.6 Actively participate in road safety awareness programs.	2021-2025	Completed. Specific road safety awareness programs delivered in all kindergartens in 2023 and an integrated component of Early Years Learning Framework programs ongoing.
	1.2.7 Prepare and implement an action plan to reflect and incorporate the new Child Safe Standards in Council governance and operations.	2021-2025	Completed.
	1.2.8 Develop and promote intergenerational wellbeing activities in cooperation with other relevant agencies.	2021-2025	Pop-up intergenerational programs have been implemented with local aged care facilities.
1.3 Provide well-planned and sustainable community infrastructure.	1.3.1 Actively support committees of management in management of community facilities.	2022-2023	Council continues to liaise and support and provide guidance to committees of management to provide good governance and leadership. The refund of the Fire Service Property Levy (FSPL) was obtained through the State Revenue Office (SRO), as reserves were not eligible to pay. Ongoing consultation and support provided.
	1.3.2 Ensure key infrastructure (roads and buildings) is maintained and renewed as required to support our economy, community use and involvement.	2021-2025	Council budget adopted with consideration of ongoing asset management plans.
	1.3.3 Actively assist community groups in applying for funding to upgrade sport and recreation community infrastructure in line with the Municipal Sport and Recreation Strategy.	Ongoing	Council continues to support Committees of Management and apply for funds for upgrades to community infrastructure.
	1.3.4 Continue to extend Council's footpath network in towns and seek funding to develop and extend trails in accordance with Recreational Trails Strategy.	Ongoing	New footpath sections completed Elizabeth Street-Edenhope, Compston St, Goroke.
	1.3.5 Advocate for improvements in public transport services for West Wimmera Shire.	2021-2025	Partnership with Centre for Participation to provide the Wimmera Southern Mallee bus service from Kaniva to Horsham, which has been heavily utilised.
	1.3.6 Review and improve Council's Asset Management System to manage Council buildings and facilities in accordance with legislative requirements.	Ongoing	Valuation of buildings completed. Access to building data on POZI has been improved.

1.4 Deliver quality services that support community life.	1.4.1 Partner with key stakeholders to complete a study of current and future childcare requirements across the shire and define Council's role in the planning, service development and facility provision requirements.	2021-2022	Completed, childcare service is now provided in Edenhope.
	1.4.2 Advocate for funding support from state and federal governments to assist with development and ongoing childcare solutions.	2021 - ongoing	State Government approval for Childcare Subsidy. Childcare service implemented in Edenhope. Kaniva childcare (Uniting Vic Tas) has ongoing non-competitive funding to ensure viability. Family Day Care in venue at Goroke kindergarten has been encouraged.
	1.4.3 Support the implementation of childcare initiatives across shire.	2022-2025	Childcare service continues to be provided in Kaniva and Edenhope. Draft designs for Goroke Kindergarten Facility Upgrades include a stage 2 to support Family Day Care.
	1.4.4 Work with key partners to encourage rural employment.	Ongoing	Continuing to focus on housing to remove barriers to attracting people to West Wimmera.
	1.4.5 Partner with other agencies in attracting additional training opportunities for short courses.	Ongoing	Business Training Calendar is now live on Council's website.
	1.4.6 Collaborate with local schools to assist with funding advocacy where required.	Ongoing	Worked with schools to get feedback and support on council housing and pool project.
	1.4.7 Secure ongoing, flexible, rural appropriate funding to support Maternal and Child Health and other early years initiatives.	Ongoing	Annual funding received.
	1.4.8 Prepare a community events manual to support safe, sustainable, and inclusive community activity.	2021-2022	Completed. New events diary on Facebook.
	1.4.9 Advocate for secure provision of potable water for our towns.	Ongoing	Included in GWMWater review. Attendance at GWM stakeholder forums. Pipeline supply for Kaniva underway.
1.5 Support and encourage our events, cultural and arts communities.	1.5.1 Through membership of the Wimmera Regional Library Corporation continue to provide library services that are relevant and contemporary.	Ongoing	Library services continue to be delivered in Kaniva, Edenhope, Harrow and Goroke.
	1.5.2 Seek funding for the development of a Community Arts Strategy.	2022-2023	No state or federal funding for Local Government Community Arts Strategies available.
	1.5.3 Develop an annual events program.	2022-2025	Events are listed on website
	1.5.4 Review and improve Council's event support program to encourage local and regional events in the shire.	2021-2022	New event support process established and new website page to assist event organisers and events handbook implemented. SmartyGrants developed to assist in event administration.
	1.5.5 Work with local and regional organisations to develop and implement a range of initiatives that promote performing and visual arts within the shire for the benefit of locals and tourists.	2022-2025	Ongoing

1.6 Support a prepared and resilient community.	1.6.1 Promote community participation in municipal emergency management planning.	Ongoing	Regular quarterly Municipal Emergency Management Planning Committee and Municipal Fire Management Planning Committee meetings.
	1.6.2 Partner with communities, agencies, and neighbouring municipalities to strengthen emergency and disaster planning, awareness and preparedness.	Ongoing	Combined Municipal Emergency Management Planning Committee and Municipal Fire Management Planning Committee meetings held with four neighbouring municipalities annually. Employment of Wimmera Emergency Team shared by the four neighbouring Councils, which also incorporates combined training with other municipalities and other agencies.
	1.6.3 Plan for and deliver emergency response, relief and recovery as required in conjunction with Regional Emergency Management Planning Committee (REMPC) partners.	Ongoing	Municipal Emergency Management Plan development complete. Municipal Fire Management Plan currently awaiting the assurance process by REMPC.
	1.6.4 Support local emergency services agencies. Plan for and deliver emergency services as required in conjunction with REMPC.	Ongoing	Ongoing emergency management planning through MFMP Committee and MEMP Committee through quarterly meetings.
1.7 Improve the livability of the shire to assist in growing our population into the future.	1.7.1 Partner with state and regional bodies to improve the availability of housing options in the shire.	2021-2025	Submitted Application to State Government Key Regional Worker Accommodation Fund for 6 houses and planning for 46 additional blocks in Edenhope & Kaniva. Support for WSMD WHIP program to support community groups to develop housing.
	1.7.2 Assist emergency housing agencies. Partner with state and regional bodies to improve the availability of housing options in the shire.	Ongoing	Continued to work with WSMD on housing projects
	1.7.3 Undertake a Planning Scheme review to identify options for increased residential development in and around townships.	2021-2022	Planning Scheme review completed.
	1.7.4 Implement findings of the Planning Scheme review through an amendment to the Planning Scheme.	2022-2023	Recommendations presented to Council and a priority list developed which is being implemented.
	1.7.5 Partner with Wimmera Development Association (WDA) to implement a livability framework to connect our community and to help develop a region that thrives in social, economic, and environmental aspects.	2021-2022	Closed out in previous year

## Services funded in budget

Goal 1: Liveable & Healthy Community	Service Area	Net Cost (\$ '000)		
		Budget	Actual	Variance
	Aged & Disability Care	(22)	0	22
	Events, Art & Culture	(164)	(121)	43
	Cemeteries	(2)	0	2
	Childcare	39	(1)	(40)
	Pre School	26	(20)	(46)
	Community Development	(574)	(517)	57
	Fire Prevention and Emergency Services	(25)	(46)	(21)
	Libraries	(187)	(195)	(8)
	Maternal and Child Health	166	117	(49)
	Regulatory Services	(437)	(376)	61
	Stormwater Drainage	(177)	(365)	(188)

Liveability and Healthy Community

## Service performance indicators

Results					
Service / indicator / measure	2022	2023	2024	2025	Comments
<b>LIBRARIES</b>					
Utilisation					
Loans per head of population [Number of library collection item loans / Population]	New	New	4.14	43.73	
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last five years / Number of library collection items] x100	38.98%	42.14%	36.43%	37.81%	
Participation					
Library membership [Number of registered library members / Population] x100	New	New	23%	24.02%	
Library visits per head of population [Number of library visits / Population]	New	New	2.10	2.00	
Service cost					
Cost of library service per population [Direct cost of the library service / Population]	\$57.76	\$48.90	\$55.59	\$77.00	



MATERNAL AND CHILD HEALTH (MCH)					
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	96.77%	202.21%	145.16%	160.87%	
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$55.08	\$63.18	\$58.21	\$92.11	Additional education sessions and additional hours for staff to ensure enhanced clients are supported across the shire and additional staff hours to implement education sessions for parents
Participation					
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	86.83%	93.10%	100.00%	77.24%	Decrease in number of enrolled clients from previous year
Participation					
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	100.00%	100.00%	0.00%	100.00%	
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	116.13%	116.28%	122.58%	147.83%	

Photo: Lake Wallace Boardwalk



Liveability and Healthy Community

## Community Support and Wellbeing

The Community Support and Wellbeing team has delivered a wide range of essential services, including early years education, youth engagement, aged care and disability support across West Wimmera Shire. These services are primarily funded by government programs and must meet strict regulatory compliance. In 2024/25, our work continued to support residents of all ages across the region. Council continues to investigate the most appropriate models for all service delivery to ensure the safest, most effective and sustainable support for residents. Staff and community consultation are part of this process.

# Kindergartens

West Wimmera Shire Council delivered 3- and 4-year-old kindergarten in Goroke, Edenhope, and Kaniva, with a total of 89 children enrolled in 2025.

- Goroke Kindergarten secured funding through the 2024–25 Victorian School Building Authority (VSBA) Building Blocks Inclusion Grant – buildings and playgrounds stream. The grant will enable the redevelopment of part of the outdoor space into an inclusive play area, featuring accessible equipment that supports universal play. Construction is scheduled to begin later in 2025
- All three kindergartens received funding through the 2024 Building Blocks Improvement Stream – IT grant, allowing for the purchase of additional laptops to support teaching and learning
- Each kindergarten was also successful in a \$10,000 grant through the 2024–25 Building Blocks Inclusion Grant program to enhance support for children with additional needs, ensuring meaningful participation regardless of individual circumstances or abilities.

## PRE-PREP ROLLOUT (2027-2031)

Planning commenced for the State Government’s staged rollout of 30 hours of play-based, teacher-led pre-prep for 4-year-olds by 2031. This reform builds on the current delivery of 15 hours of free kindergarten for 3-year-olds.

### Kindergarten Enrolments:

Kindergarten	3yo	4yo	Total
Edenhope	16	23	37
Goroke	7	9	12
Kaniva	15	19	29
Total	38	51	89

# Childcare

## EDENHOPE CHILDCARE

Edenhope Childcare operates four days a week and continues to experience high demand:

Care type total enrolments per week	
Under 3s	32
Over 3s	29
Before K	6
After K	11

The over 3s room, integrated into the kindergarten program, operates at full capacity on Tuesdays and Thursdays. The waiting list ranges from 18–23 children depending on the day.

Kaniva Early Learning Centre, delivered by Uniting Victoria Tasmania, also operated four days per week and experienced staffing-related closures alongside a growing waitlist, reflecting continued national childcare shortages.

## EARLY YEARS WORKFORCE – PLACE-BASED TRAINING

To strengthen the early years workforce, Council continued to support a place-based training model. In 2024/25:

- Five local trainees undertook Certificate III in Early Childhood Education and Care
- Four trainees completed Certificate III
- Two of those enrolled in diploma-level study
- One is considering progression to a Bachelor of Early Childhood Education.
- One trainee is on track to complete Certificate III by the end of 2025.

This program supports sustainable service delivery in rural communities, ensuring continuity of care and education, and providing long-term career pathways for residents.

## Youth Service

### YOUTH ENGAGEMENT

The 2022–2024 Department of Families, Fairness and Housing (DFFH) Engage! and FReeZA funding concluded on 31 December 2024. Council successfully secured new funding through the DFFH Engage! and Amplify Grants Programs for 2025–2027.

As part of this new funding period, Council partnered with the Western Bulldogs Community Foundation to deliver youth initiatives for people aged 12 to 25 years. Programs will be developed in collaboration with local schools and organisations, with a focus on skill development and fostering meaningful participation across the municipality.

The program is guided by four key pillars:

- Health and wellbeing
- Youth leadership
- Diversity
- Social inclusion

The contribution of young people to community vibrancy and resilience is valued and supported through these initiatives.

## Supported Playgroup

Council-supported playgroups funded by DFFH delivered early development support to families across the shire. Initiatives in 2024/25 included:

- Green Thumbs Playgroup at Edenhope Community Garden (including intergenerational sessions)
- Harrow supported playgroup
- In-home support and Smalltalk coaching for families in remote areas
- Community-led playgroups in Kaniva, Apsley and Edenhope

The supported playgroup facilitator concluded their role to focus on a teaching career. A recruitment process is underway to appoint a new facilitator.



Photo: CFA talk at Kaniva Kindergarten

# Maternal and Child Health

Maternal and Child Health (MCH) clinics were provided in Goroke, Edenhope, Kaniva, and Harrow, with an additional perinatal emotional health outreach service supporting families from pregnancy through to their child’s third birthday. In 2024/25:

- 36 births were recorded in the shire
- More than 204 families accessed MCH consultations
- 70+ families received referrals to external health and wellbeing providers
- A five-week baby massage course was delivered
- Parent group education sessions were conducted across the region, with guest speakers from health and emergency services
- 473 immunisations were administered

Clinical consultations:	Count
Key ages & stages (2 weeks to 3.5 years)	Approx 400
Additional consultations	46
Vision screening (MIST) referrals	7
Child/family wellbeing referrals	59
Family violence assessments (MARAM)	40

## PERINATAL EMOTIONAL HEALTH

Council’s Perinatal Emotional Health Practitioner (PEHP) has provided invaluable in-home and telephone support to families in West Wimmera Shire. Additionally, the practitioner offered a five-week baby massage course, which has numerous health benefits for both infants and parents.

## IMMUNISATIONS

Staff continued to provide opportunistic childhood immunisations to the families. Paediatric flu immunisations were offered again in 2024/25. The new RSV vaccine was offered to all eligible babies as guided by the Department of Health in 2025. Council staff were able to receive the flu vaccination, provided at pop up clinics in each town. Secondary school immunisations were provided at the three secondary schools in the shire, while education staff flu immunisations were offered at pop up clinics at five schools.. A total of 500 paediatric immunisations were given in 2024/25.

## BY FIVE WIMMERA SOUTHERN MALLEE EARLY YEARS INITIATIVE

Council continued its involvement in this regional partnership to improve early childhood outcomes, including initiatives to address childcare shortages and workforce development in collaboration with four neighbouring LGAs.

Funding for the By Five initiative concluded in 2025. Council noted the lack of ongoing investment by the State Government, with current funding falling short of addressing the complex, locally informed challenges faced by rural children, who are more likely to start school developmentally vulnerable. Advocacy for continued support remains a priority.



Photo: First Aid Session Kaniva



# Aged and Disability

## IN-HOME SUPPORT

More than 300 residents received support through aged and disability programs during 2024/25. Services delivered under the Commonwealth Home Support Program (CHSP) included:

Service	Delivery units
Social support (individual/group)	1868 hours
Domestic assistance	1927 hours
Personal Care	442 hours
Flexible respite	24 hours
Meals provided	7058 meals
Home maintenance	131 hours
Transport trips	23

Clients supported	
Commonwealth Home Support Program (CHSP)	250
Home and Community Care Program for Younger People (HACC PYP)	29
Home Care Packages (HCP)	22
Post-acute care	9

Volunteer transport and companionship programs continued in partnership with local organisations, including Harrow Bush Nursing Centre.

## HOME AND COMMUNITY CARE PROGRAM FOR YOUNGER PEOPLE (HACC-PYP)

A total of 29 clients received assessment and support through the HACC-PYP program, which assists people under 65 years of age (or Aboriginal people under 50) who need help with daily activities to maintain their independence at home.

## TRANSITION OF AGED AND DISABILITY SERVICES

On 30 June 2025, Council formally exited its role as a provider of CHSP and HACC-PYP services. This decision responded to increasing regulatory requirements and the need for specialist service delivery and governance.

Following the transition:

- West Wimmera Health Service (WWHS) was appointed as the CHSP provider for people aged over 65
- Uniting (Victoria and Tasmania) was appointed by DFFH as the HACC-PYP provider for people under 65

Council remains committed to community wellbeing and will continue working with service providers to support quality service delivery.



Photo: Edenhope Speech Pathology Session

## Customer service

The 2025 Community Satisfaction Survey found that West Wimmera Shire Council delivered the one of the highest standards of customer service in the state. This outstanding service delivery is consistently demonstrated across the organisation. At Council offices, customer service staff provide a welcoming and professional experience. Outdoor staff maintain parks and gardens to a high standard in all conditions. Community engagement staff work closely with residents on projects, business support, and tourism development. Meanwhile, senior leadership continues to collaborate with the community to improve liveability and services across the shire.

## Emergency management

Council's emergency management team continues to work in collaboration with Wimmera Emergency Management staff to strengthen preparedness and community safety.

Fire-ready guides were expanded to include Edenhope, Kaniva, Harrow, Dergholm, Gorokey, and Apsley. These guides are available at Council offices, on the website, and in selected local stores.



Photo: Fire Ready Guides with Sue Frankham Wimmera Emergency Management Project Officer and John Hutchins WWSC Community Development Manager

### COUNCIL'S SUPPORT IN MAJOR INCIDENTS

Council staff provided essential support during several emergency events:

#### Chetwynd fire – 16 November 2024

- One home lost
- Relief support provided to two displaced people and their dogs
- Assistance delivered at the Incident Control Centre in Horsham, including road closures and traffic management

#### Little Desert Fire – 27 January 2025

- Multiple roads closed
- Council provided water tankers, graders, fuel tankers, operators, emergency management staff and recovery personnel
- Coordinated the return of thousands of litres of water to landholders
- Recovery officers engaged with affected residents on water replacement, tank cleaning, fencing and health referrals

#### Diggers Lane Fire – 27 January 2025

- Two homes lost
- Council supported road closures and deployed water tankers
- Impacted roads were inspected for safety

During these events, Council staff contributed significant time and effort to fire response, relief and recovery across both the Little Desert and Grampians complex fire zones. The priority remained minimising impact and enabling timely community recovery.



## Official opening of upgraded Edenhope Early Childhood Service

West Wimmera Shire Council officially opened the newly upgraded Edenhope Early Childhood Service in November, marking a significant milestone for the community. The \$400,000 redevelopment has transformed both the building and outdoor spaces, enhancing the experience for all children who attend the service.

The facility houses Edenhope's kindergarten, childcare services, and before-and-after kindergarten care. Interior upgrades included renovations to the bathrooms, laundry, and storage areas, improving safety, hygiene, privacy, and accessibility for children of all abilities. The updated design also enhances supervision and storage options, supporting the smooth daily operation of the service.

The outdoor learning environment was redeveloped to provide all-abilities access and a seamless connection between indoor and outdoor spaces. These improvements create an inclusive and engaging environment that encourages exploration, learning, and play.

Funding for the project came primarily from two Department of Education and Training Building Blocks grants, with \$342,199.77 allocated to the building upgrades and \$70,000 to the yard redevelopment. The Edenhope Kindergarten Parent Advisory Group also contributed \$6,000 towards the works.

The official opening was celebrated with a special ceremony, highlighting the importance of early childhood services in supporting children and families. The redevelopment strengthens West Wimmera's commitment to providing high-quality learning environments, ensuring that every child has the tools and spaces they need to thrive.

This project follows similar upgrades across the shire, including yard updates at Gorokey Kindergarten in 2022 and Kaniva Kindergarten in 2020, along with building renovations at Kaniva completed in 2022.

# Council Goal 2

Diverse and prosperous community

## Services funded in budget

Goal 2: Diverse and Prosperous Economy	Service Area	Net Cost (\$ '000)		
		Budget	Actual	Variance
	Aerodrome	(9)	(16)	(7)
	Buildings Control	(208)	(129)	79
	Buildings & Property	(1,049)	(2,757)	(1,708)
	CEO Office	(560)	(604)	(44)
	Depot, Plant & Fleet Operations	(1,960)	(1,425)	535
	Human Resources	(388)	(76)	312
	Planning	(633)	(777)	(144)
	Roads	(981)	(1,534)	(553)



## Major initiatives

### Goal 2: Diverse and Prosperous Economy

Strategies	Initiatives	Timing	Achievements/ Actions
2.1 Encourage and support the establishment and expansion of innovative, creative, and sustainable businesses.	2.1.1 Develop strategies and then prepare and implement a campaign to attract businesses and families.	2021-2022	Economic Development Strategy adopted in March 2024
	2.1.2 Undertake a review of the planning scheme to ensure appropriate zonings are in place to support business development and livability.	2021-2022	Planning Scheme review completed.
	2.1.3 Implement the findings of the planning review through an amendment to the West Wimmera Planning Scheme.	2022-2023	Recommendations presented to Council with a priority list developed which is being implemented.
	2.1.4 Deliver a Business Assistance Program that supports businesses to establish and grow.	2023-2024	Business Concierge Program implemented and promoted via social media.
	2.1.5 Work with the agricultural sector to support the continued development of cutting-edge farming.	2023-2024	Continued support of the Birchip Cropping Group program Young Farmers program.
	2.1.6 Include a local planning policy in the Planning Scheme Review to protect agricultural land and provide diverse opportunities across the shire.	2021-2022	Will be completed in conjunction with the recommendations as they are implemented.
	2.1.7 Seek funding to assist with COVID-19 recovery for local businesses and the community.	2021-2022	Closed in previous years.
2.2 Promote the shire as a great place to visit, live and invest	2.2.1 Prepare a Tourism Strategy to guide Council's and our community's roles in supporting tourism activity.	2021-2022	Tourism Strategy developed and adopted by Council at the June 2023 Council meeting.
	2.2.2 Actively participate in regional tourism planning and promotional campaigns.	Ongoing	Ongoing interaction with Grampians Wimmera Mallee Tourism and Wimmera Development Association.
	2.2.3 Implement Council's actions from Tourism Strategy.	2022-2023	Tourism Strategy adopted by Council at the June Council Meeting 2024 and implementation of Council's actions has commenced.
	2.2.4 Design and implement a marketing campaign to encourage tourists to visit the shire, based on recommendations from the Tourism Strategy.	Ongoing	To be commenced. Advertising campaigns in collaboration with Grampians Wimmera Mallee Tourism.
	2.2.5 Investigate options to advocate for incentives to attract the required skilled workforce to the region eg. health care, childcare, agriculture.	2022-2024	Partner with RDV to identify opportunities to attract businesses to grow, set up new businesses in industrial estates and increase housing supply across the shire.

2.3 Facilitate the development of the local economy and jobs.	2.3.1 Review and update the Economic Development Strategy to maximise economic activity in the shire.	2023-2024	Economic Development Strategy adopted March 2024.
	2.3.2 Work with government, employers, and regional bodies to find solutions to fill skill shortages and create jobs in West Wimmera.	Ongoing	Continuing to work with Wimmera Southern Mallee Development Ltd & RDV on associated on skill shortages.
	2.3.3 Lobby and promote agricultural development in the West Wimmera Shire.	Ongoing	Continuing to work with RDV
	2.3.4 Advocate for aquaculture opportunities including the possible re-establishment of the facility near Lake Charlegrark.	2021-2022	Closed out in previous year.
2.4 Create vibrant and attractive town centres.	2.4.1 Seek funding and partnership opportunities to implement streetscape plans for Edenhope and Kaniva.	2023-2024	Streetscape Plans have been completed for both Kaniva and Edenhope with funding opportunities continually investigated.
	2.4.2 Continue to maintain and expand footpaths and shared paths in town centres.	Ongoing	Extension of footpath in Elizabeth Street, Edenhope and Compston Street, Goroke
	2.4.3 Facilitate the installation of electric vehicle charging stations in Edenhope and Kaniva.	2022-2023	Installation of EV Chargers in Edenhope and Kaniva installed and active. Project complete.
	2.4.4 Review Local Law to assist business opportunities in the shire and ensure the safety and amenities of our towns are preserved.	2021-2022	New 10 year Local Law in place
	2.4.5 Complete streetscape master plans for Harrow, Apsley, Serviceton, Dergholm and Goroke.	2024-2025	Continually seeking funding to enable these works.
	2.4.6 Actively work to improve the appearance of main streets and town entrances across the shire.	2024-2025	Sealed parking on Elizabeth Street, Edenhope.
2.5 Enhance the local road network and explore transport options.	2.5.1 Review the Road Management Plan (RMP) within 12 months of the Council elections.	2021-2022	Completed and adopted in November 2021.
	2.5.2 Continue the programmed maintenance of the sealed and unsealed road network in accordance with the RMP and Moloney Report.	Annually	Inspections undertaken as required under the RMP to inform maintenance requirements. Annual capital works program developed using Moloney report to establish reseal, re-sheet and reconstruction program.
	2.5.3 Implement the Annual Capital Works program in line with the RMP and road network reporting requirements.	Annually	Capital Works Program completed successfully.
	2.5.4 Implement an Asset Management System to monitor and plan road and asset maintenance and renewal.	2022-2023	Asset condition inspection and valuation of roads, footpaths and kerbing completed By Moloney Management Systems. AssetAsyst defect mapping improvements done.



	2.5.5 Advocate for additional external funding for roads and bridges.	Ongoing	Funding application submitted under SLRIP for reconstruction and widening of Kadnook Connewirricoo road.
	2.5.6 Advocate for VicRoads to improve the quality of state roads throughout our shire.	Ongoing	Wimmera Southern Mallee Transport Group (WSMTG) and Western Highway Action Committee and regular meetings with DTP.
	2.5.7 Seek funding to upgrade local roads throughout the shire to support freight routes, heavy vehicles, and high traffic volumes.	Ongoing	Application submitted under SLRIP Tranche 2C
2.6 Provide infrastructure to sustain economic activity.	2.6.1 Campaign for improved access to quality digital connectivity.	Ongoing	NBN fiber is now rolled out in Kaniva. Submitted blackspot sites on whiteboard for consideration in round 8 mobile blackspot program for consideration in telco industry application. (Lemon Springs, Patyah, Dergholm/Poolaijelo & Telopea Downs) Letters of support from Anne Webster, Emma Keally and Wimmera Southern Mallee Regional Partnership Advocated to Telstra for
	2.6.2 Advocate for the West Grampians Pipeline Project.	Ongoing	Continuing to work with Grampians Wimmera Mallee Water on updated pricing and advocacy for pipeline.
	2.6.3 Advocate for improved water pressure within towns.	Ongoing	Consultation continuing with Grampians Wimmera Mall Water. Kaniva works proceeding to provide treated potable water and new reticulation system. Water pressure upgrades occurring in Edenhope.
	2.6.4 Advocate for the improvement of roads to meet requirements for road trains.	2021-2025	Wimmera Southern Mallee Transport Group (WSMTG) and Western Highway Action Committee hold regular meetings with DTP. Ongoing advocacy and applications for funding. Regular Meetings with Department of Transport
	2.6.5 Advocate for a gas pipeline extension into West Wimmera.	Ongoing	Closed out in previous years.
	2.6.6 Advocate for the continued sale and promotion of unallocated groundwater in the areas identified as still having sustainable water for sale.	Ongoing	Closed out in previous years.
	2.6.7 Advocate for recreational water.	Ongoing	Consultation continuing with Grampians Wimmera Mall Water

## Strategic indicators

Indicators/measures	Comments/results												
West Wimmera Shire unemployment rate	2021 Australia Bureau Statistics show unemployment rate at 3.2% for West Wimmera Shire Council.												
Number of businesses in shire	The total number of employees in the West Wimmera Shire is 1,842. Number of businesses in the West Wimmera Shire is 1,387. Number of West Wimmera Shire residents who are employed is estimated at 1,932. Employed in the agriculture sector is sitting at 53%.												
Annual tourism related visitation	In 2023, the municipality of West Wimmera Shire Council attracted an estimated 110,000 visitors, of which 52.4% were domestic day trip visitors, 47% domestic overnight visitors and 0.4% international visitors. It is encouraging to see international visitors back after the pandemic and visitation into the municipality increase from 103,000 visitors in 2021.  Welcoming an increase in visitor numbers, the municipality has additionally experienced a boost in visitor spend, from \$22.2 million in 2021 to \$29.1 million in 2023, with domestic overnight visitors contributing \$22.5 million to our economy. This demonstrates the incredible yield of the overnight visitor, whilst only compromising 47% of visitation, they generate 77% of total spend.  West Wimmera Shire Council is committed to increasing tourism related visitation and visitor spend in the municipality, and in 2023 adopted the West Wimmera Tourism Strategy to assist Council in ongoing development and growth of West Wimmera's visitor economy.  *Stats: Tourism Research Australia												
Annual Local Government Community Satisfaction Survey	The index score recorded for sealed local roads for the West Wimmera Shire was 52 compared with the state-wide score of 45 and small rural Council's score of 44. The index score recorded for unsealed roads for the West Wimmera Shire was 46 compared with state-wide 38 and small rural 40. The index score recorded for lobbying for the West Wimmera Shire was 55 compared with state-wide 49 and small rural 51.												
Moloney's Road Asset Report	The Moloney Management System (MMS) sets projected renewal expenditure for various assets to ensure Council allocates capital expenditure each year to maintain its assets. For 2023/24 the recommended expenditure by MMS and the corresponding actual expenditure are displayed:  <table><tr><td>Asset class</td><td>MMS recommended exp</td><td>Actual exp</td></tr><tr><td>Sealed Rd Reconstruction</td><td>\$2,605,000</td><td>\$1,766,204</td></tr><tr><td>Sealed Road resealing</td><td>\$1,195,000</td><td>\$1,070,733</td></tr><tr><td>Gravel road resheeting</td><td>\$1,235,000</td><td>\$1,787,539 (including neighbouring Council contribution)</td></tr></table>	Asset class	MMS recommended exp	Actual exp	Sealed Rd Reconstruction	\$2,605,000	\$1,766,204	Sealed Road resealing	\$1,195,000	\$1,070,733	Gravel road resheeting	\$1,235,000	\$1,787,539 (including neighbouring Council contribution)
Asset class	MMS recommended exp	Actual exp											
Sealed Rd Reconstruction	\$2,605,000	\$1,766,204											
Sealed Road resealing	\$1,195,000	\$1,070,733											
Gravel road resheeting	\$1,235,000	\$1,787,539 (including neighbouring Council contribution)											

## Service performance indicators

Results					
Service / indicator / measure	2022	2023	2024	2025	Comments
<b>STATUTORY PLANNING</b>					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	41.00	40.00	43.00	35.50	Council has engaged new planning contractors in July 2024, this has seen a quicker turn around time for planning application decisions.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	83.33%	80.65%	62.50%	87.50%	Council engaged new planning consultants in July 2024, this has seen an increase in the speed that applications are reviewed and processed.
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$8,266.00	\$7,820.40	\$3,015.77	\$8,575.33	A change in the contractor that assists in the provision of planning services has increased the cost and the quality and timeliness of supplying planning services.
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0.00%	0.00%	0.00%	0.00%	

## Capital works

	\$
Newmans Rd Bridge Repairs	\$19,953
Building renewal	\$70,265
Edenhope Lakeside Caravan Park	\$43,020
Edenhope Kindergarten Renovation	\$92,546
Kaniva Depot Upgrade Scoping	\$39,377
ICT Device and Equipment Management	\$33,660
Footpaths Compston St, Goroke, Kindergarten (Barrack St) - Church St	\$41,920
Footpaths - Elizabeth St, Edenhope, Anne St. - Churchill St	\$41,193
Footpaths renewal	\$19,314
Kerbs & Channels - Dungey St, Kaniva, Budjik - Young St	\$44,471
Kerb and Channel renewal	\$4,240
Land Improvements - other	\$40,060
Edenhope Lake Wallace Boat Ramp	\$25,823
Kaniva Rec Res AFL Lighting Upgrade	\$328,071
Edenhope Aerodrome Upgrade	\$65,810
Plant and Equipment	\$1,519,001
Road renewals - other	\$338,999
Kadnook-Connewirricoo Rd. reconstruction & Widening Ch. 5300 - Ch. 5800 x 6.2m seal	\$53,649
Farmers St Reseal, Kaniva, Rail X'g(620) to Western HWY(845) & Budjik (1155) to End	\$23,772
Alexanders Rd Reseal, Murrawong Rd (0) to Cove Estate Rd (4690)	\$102,073
Kiely St Reseal, Main St to End of Seal	\$17,705
Minimay Goroke Reseal, Seal Change (1040) to Seal Change (2370)	\$31,566
R Walkers Rd Reseal, Natimuk Francis Rd (0) to Gate (846)	\$25,269
Service Road Nth Reseal, Apsley, Splatt St (0) to end (310)	\$20,570
Dorodong Rd Reseal, Seal Change (13920) to Seal Change (15290)	\$48,619
Harrow Clear Lake Rd Reseal, Seal Chg. (560) to Seal Chg. (9120) & Seal Chg. (21635)	\$202,850
Commercial St Sth Reseal, Kaniva, Madden St (1025) to Progress St (1310)	\$25,651
Powers Ck Bourkes Bridge Rd Reseal, Seal Change (4150) to Seal Change (7240)	\$65,695
Phillips St Reseal, Kaniva, Madden St (0) to Baker St (458)	\$37,550
Benayeo Rd Reseal, Seal Change (2990) to Seal Change (6920)	\$113,650
Apsley Natimuk Rd Reseal, Seal Change (2370) to seal Change (4185)	\$55,864
Broughton Rd Reseal, Seal Chg. (21360) to Seal Chg. (21910) & Seal Chg (22270)	\$46,831
Goroke Harrow Rd Ch. 5900 - Ch. 7700 x 6.2m seal	\$24,177
Mooree Rd Ch. 3400 - Ch. 4500 x 6.2m seal	\$46,073
Mooree Rd Ch 7640 - Ch 9840 x 6.2m seal	\$81,522
Minimay Frances Rd (Ch. 6265 - Ch. 6645)	\$18,193
South Lillimur Rd (Ch. 21640 - Ch. 22540)	\$211,225
A Wallis Rd Resheeting, Western Hwy to 1000m	\$42,413
Har Clr Lk Rd Shldr Shtg, Ch 2.9-3.1F 3.29-3.815F 4.17-6.26R 4.32-4.87F 5.16-5.88F	\$51,543
Koolomurt Rd Resheeting Ch4.2-5.0	\$35,627
Hawkers & Goodwins Rd Resheeting Ch2.28-4.96	\$115,833

Mooree Road, Reconstruction and Widening, (Stage 1 Ch5800 - Ch7600)	\$384,170
Goroke Nurcoun, Reconst. and Widening Ch 1200 - Ch 2600 x 6.2m seal	\$389,670
Elizabeth St, Edenhope, Parking Lane construct, Anne St-Mollison St, Sou	\$45,305
Birmingham St, Harrow - DESIGN ONLY	\$26,980
Boundary Rd South, Ch 0 - 400, 840 - 950, 1680 - 1930, 2300 - 2500 (Resheet)	\$50,854
Chappel Rd, Ch 23050 - 24050 (Resheet)	\$50,449
Murrawong Nth Rd, Ch 10030 - 11030 (Resheet)	\$52,342
Ferris Rd, Ch 2430 - 3480, 4310 - 4870 (Resheet)	\$77,617
Miram Nth Rd, Ch 9500 - 10610 (Resheet)	\$68,782
K Clarks Rd, Ch 320 - 1170 (Resheet)	\$28,148
Grants & Richs, Ch 0 - 500, 3040 - 4060 (Resheet)	\$78,788
Dave Dodsons, Ch 50 - 650 (Resheet)	\$21,091
Goodwins Crouchs, Ch 430 - 1010 (Resheet)	\$30,118
D Hawker Rd, Ch 1550 - 2490, 2890 - 3010 (Resheet)	\$46,213
Billyho Rd, Ch 3410 - 4370 (Resheet)	\$40,403
Minimay Neuarpurr Rd Ch 400 to 1250 (Resheet)	\$45,069
The Avenue, Ch 0 - 360, 3380 - 3840, 5150 - 56670 (Resheet)	\$97,187
Yanipy Rd, Ch 6180 - 7180, 8055 - 8355 (Resheet)	\$54,931
Cooak Settlement Rd, Ch 300 - 700, 5500 - 6400 (Resheet)	\$57,562
H Mitchell Rd, Ch 0 - 670, 870 - 970 (Resheet)	\$22,319
H Walters Rd, Ch 300 - 1150 (Resheet)	\$27,100
B Redfords Rd, Ch 450 - 1430 (Resheet)	\$46,963
Hannafords Rd, Ch 750 - 970, 1100 - 1650 (Resheet)	\$23,636
Capelthornes Rd, Ch 0 - 1200 (Resheet)	\$53,864
Patyah Rd, Ch 20800 - 21800 (Resheet)	\$48,684
Mary Welsh Rd, Ch 700 - 1000, 2000 - 3200 (Resheet)	\$50,692
Muddy Lake Rd, Ch 2200 - 2650 (Resheet)	\$20,232
Rueben Burns Rd, Ch 900 - 1900 (Resheet)	\$52,690
Rex Hobbs Rd, Ch 1750 - 2490 (Resheet)	\$26,745
E Burns Rd, Ch 0 - 1000 (Resheet)	\$35,115
Camerons & Lampards Rd, Ch 2150 - 3260 (Resheet)	\$42,936
Hobbs Rd, Ch 0 - 550 (Resheet)	\$23,540
Pinehills No. 2, Ch 0 - 700 (Resheet)	\$22,076
Woodacres Rd, Ch 0 - 850 (Resheet)	\$30,075
Tea Tree Creek Ch 7000 - 7800, 7935 - 9000, 9400 - 10000, 10655 - 12155 (Resheet)	\$82,200
Sandsmere Hall Rd Shoulder Resheet ( Ch 2330 - 3380 F)	\$23,865
Yanipy Rd Shoulder Resheet (Ch 2300 - 3300 F, Ch 2300 - 3300 R)	\$28,238
Miram Sth Rd Shoulder Resheet (Ch0-720 F, Ch0-720 R, Ch 1800-2070 R, Ch 3300-5500)	\$30,727
Patyah Bringalbert Nth Rd Shoulder Resheet (Ch2285-2600 R,Ch2770-2900R,Ch6885-7615R)	\$27,927
Ullswater Mortat Rd Shoulder Resheet (Ch 7715 - 8850 F)	\$25,897
HarrowClear Lake Rd Shldr Rsht (Ch15870-17000 R,Ch24000-24430R,Ch24440-24940F,Ch	\$71,822
Goroke Harrow Rd Shoulder Resheet (Ch13425-14000 R,Ch 17590-18110 R,Ch 18650-20510R)	\$61,146
Scrubby Lake Rd Shoulder Resheet (Ch4725-5775 R, Ch4830-5380 F, Ch 7800 - 8700 F)	\$62,972

## Projects

### HARROW AFL LIGHTING

Upgrades to the lighting at the Harrow Recreation Reserve were completed and officially opened on 5 June 2025. The project involved removing the existing light towers and installing new towers and sport-compliant lighting.

Funding contributions included \$250,000 from the State Government through the 2023/24 Local Sports Infrastructure Fund, \$50,000 from the Harrow Recreation Reserve Committee, and \$33,334 from West Wimmera Shire Council.

### KANIVA AFL LIGHTING

Lighting upgrades at Kaniva Recreation Reserve were also completed and officially opened on 5 June 2025. Works included the removal of existing towers and installation of new sport-compliant lighting.

Funding was provided through \$250,000 from Sport and Recreation Victoria via the 2023/24 Country Football Netball Program, \$45,000 from Kaniva Leor United Football Netball Club, and \$38,334 from West Wimmera Shire Council.

### GOROKE KINDERGARTEN PLAYGROUND

Planning is underway for a new playground at the Goroke Kindergarten, with project delivery expected in late 2025. The upgrades include new play equipment and surfaces to support inclusive play and developmental needs.

Funding for this project includes \$197,900 from the Department of Education and Training and \$2000 from the Goroke Parents Advisory Group.

### KANIVA DEPOT

Over the past 12 months, planning has progressed for remediation works at the Kaniva depot, including resolving issues related to an underground storage tank. Works will commence in late 2025, with additional planning for an amenities and office building also underway.

### EDENHOPE LAKE WALLACE BOAT RAMP

The Lake Wallace boat ramp extension was completed in June 2025, following delays due to lake water levels. The project extended the main boat ramp by more than 20 metres and added 10 metres to the secondary ramp.

Funding for this project included \$24,999 from the Victorian Fisheries Authorities Better Boating Victoria program.

### KANIVA DOG PARK

The Kaniva Dog Park received \$90,000 in funding through round two of the Department of Energy, Environment and Climate Action's new and upgraded dog parks program.

The park will be located at the Kaniva Wetlands and Fauna ark, and will include a fenced off-leash area, pathways, seating, an airlock entry, and conversion of a garden space into lawn. Works are scheduled for late 2025.

### KANIVA RECREATION RESERVE MASTERPLAN

A master planning process is underway at Kaniva Recreation Reserve to align Council and community values. Widespread consultation has been completed, and a draft masterplan will be released for feedback early in the 2025/26 financial year. This process supports future funding opportunities for strategic community infrastructure.

### EDENHOPE OFFICE UPGRADE

Renovations at the Edenhope Council office have transformed a former library space into a modern workspace. Works include new carpet, lighting and glass partitioning to improve the working environment for staff.

### WEST WIMMERA CABINS PROJECT

The West Wimmera Cabins Project has been completed, delivering eight new cabins across caravan parks in Lake Charlegrark, Kaniva, Harrow and Goroke. The cabins have been well received by visitors including interstate travellers and seasonal workers.

Funding for this project included \$1.68 million from the State Government (Regional Development Victoria), along with \$500,000 from West Wimmera Shire Council.



#### KANIVA BOWLING CLUB

Council secured \$710,000 in funding to upgrade the Kaniva Bowling Club. Additional contributions include \$123,750 from the Kaniva Bowling Club and \$41,250 from West Wimmera Shire Council. A further \$50,000 will support participation initiatives.

The project includes installation of a synthetic green, accessible toilet facilities, improved lighting, and other accessible infrastructure. Planning will commence in mid-to-late 2025.

#### GOROKE AFL LIGHTING, IRRIGATION, FENCING & DRAINAGE

Funding of \$608,000 has been secured for upgrades at Goroke Recreation Reserve. Contributions include \$140,600 from the Goroke Recreation Reserve Committee and \$11,600 from West Wimmera Shire Council. Project planning will commence in mid-to-late 2025.

Upgrades will include AFL-compliant lighting (minimum 100 lux), irrigation, drainage, and new fencing.

#### GOROKE POOL PLANNING

Design planning for future upgrades to the Goroke Swimming Centre will begin in mid-to-late 2025. Funding includes \$40,000 from external sources and \$10,000 from West Wimmera Shire Council.

The project includes schematic designs for future upgrades to the facility, informed by

geotechnical testing and a site survey. Planned upgrades include a pool ramp, wet deck, amenities, and improved plant and equipment.

#### EDENHOPE AERODROME PROJECT

Upgrades to the Edenhope Aerodrome support increase use by the Country Fire Authority. Completed works include a bore, solar pump, taxiway improvements, and fire tank pads. Installation of fire tanks and construction of a new service building, including amenities, a store shed, kitchen and radio shed, are scheduled to follow.

Funding includes \$220,000 from the Country Fire Authority, \$135,000 from the Federal Government's Regional Airports Program, and \$50,000 from West Wimmera Shire Council, totaling \$405,000.

#### EDENHOPE RECREATION RESERVE CHANGEROOM PROJECT

Construction is underway on the Edenhope Recreation Reserve Changeroom project, with completion expected by mid-2026. The new facility will include two changerooms with shower and toilet amenities, umpire changerooms, a first aid room, accessible car parking, and a storeroom.

Funding includes \$1 million from Sport and Recreation Victoria's Regional Community Sports Infrastructure Fund, \$360,000 from the Edenhope Apsley Football Netball Club, and \$240,000 from West Wimmera Shire Council.



Photo: West Wimmera Cabins Project Lake Charlegrark

## Tourism

Tourism continues to be a vital part of the West Wimmera economy. The visitor economy is defined by the spending of people travelling to and within the region, regardless of the services or goods they use. According to Tourism Research Australia, visitor spending across the shire totalled an estimated \$10.914 million in 2024–25, with year-on-year growth continuing.

Under Council's strategic objective of building a diverse and prosperous economy, the visitor economy is supported through dedicated staff and Council's membership in regional tourism partnerships.

### GRAMPIANS WIMMERA MALLEE VISITOR ECONOMY PARTNERSHIP

West Wimmera Shire Council is an active financial member of Grampians Wimmera Mallee Tourism, a formal regional tourism body responsible for destination marketing and industry development across eight partner councils.

Highlights from this collaboration include:

- Creation of the Wimmera Mallee Official Visitor Guide and Touring Guide
- Local Area Action Plan specific to West Wimmera
- Business mentoring programs for local tourism operators
- Delivery of the Wimmera Mallee Destination Plan
- Ongoing regional rebranding work
- Participation in state and interstate travel shows
- Representation in international and domestic tourism markets

### AT A LOCAL LEVEL

At a local level, Council supports the tourism sector through:

- Marketing support and collateral reproduction for local businesses
- Maintaining the Visit West Wimmera website and social media channels
- Distributing the official visitor guide throughout Victoria and the Limestone Coast
- Participating in campaigns such as the Melbourne to Adelaide Touring Map
- In-kind event support, advice and promotion
- Cross-border tourism collaboration with South Australian councils and Limestone Coast Tourism

Council also attends industry forums and events that strengthen partnerships and promote the region.

### BUSHFIRE IMPACT TO GRAMPIANS AND LITTLE DESERT NATIONAL PARKS

In early 2025, major bushfires impacted the Grampians and Little Desert National Parks. In response, a State Government recovery package funded a dedicated Recovery Officer within Grampians Wimmera Mallee Tourism. Recovery efforts have included marketing campaigns and identifying new tourism opportunities, in collaboration with Visit Victoria, Business Victoria and local government partners.



Photo: West Wimmera Cabins Project Kaniva

#### VISITOR ECONOMY PROJECTS:

Council continues to pursue tourism-related projects through grant funding and regional collaboration.

#### **In conjunction with Grampians Tourism** (prior to Grampians Wimmera Mallee Tourism partnership)

- Installed at Lake Tyrell, Halls Gap and Dunkeld, these off-grid kiosks promote tourism across the entire Grampians and Wimmera Mallee regions.

#### **In conjunction with Wimmera Southern Mallee Development**

- Eight new cabins have been installed across Gorokey, Harrow, Kaniva and Lake Charlegrark.
- The project has delivered strong occupancy rates and is supported by upcoming marketing materials and a cross-regional campaign.

#### **Projects supported by State Government funding**

##### *Regional Development Victoria (RDV)*

- Stage 1 of the West Wimmera Digital Explorer app is now live in Edenhope and Gorokey.
- Council is seeking additional funding to expand the app with augmented reality experiences in Apsley, Harrow and Kaniva.

##### *Public Record Office Victoria (PROV):*

- 'A history of the Serviceton Railway Station with Les Millikin'.
- Local historian Les Millikin was recorded by StoryTowns, with video and audio to be shared via signage, the Council website, and the Digital Explorer app.

## Economic development

The economic and business development department focused throughout 2024-25 on investigating key issues across the shire and identifying new and emerging opportunities to support long-term, inclusive, and sustainable growth. In alignment with the West Wimmera Economic Development Strategy 2024-2029, housing remained a priority. Significant effort was directed toward securing investment and funding for residential development projects in Edenhope and Kaniva to build future capacity and economic resilience.

#### BUSINESS DEVELOPMENT

Council's Business Better Approvals Service continued to offer dedicated concierge support to new business owners. This service assists with compliance-related queries, permit requirements, and the application and approval process. Additional support for businesses included access to Grant Guru, a dedicated grants search engine, and a suite of resources available on Council's website, including information about training sessions, online upskilling workshops, free toolkits, and other business development programs.

#### BUSINESS GRANTS

The Business Assistance and Business Streetscape grant programs continued to support local businesses, with two successful grant applications approved during 2024/25.



Photo: Kaniva business *What goes around comes around* was a recipient of a Business Assistance Grant

# Council Goal 3

## Sustainable Environment

### Services funded in budget

Goal 3: Sustainable Environment	Service Area	Net Cost (\$ '000)		
		Budget	Actual	Variance
	Parks & Reserves	(303)	(576)	(273)
	Tourism	(100)	(17)	83
	Waste Management	(361)	(446)	(85)

## Major Initiatives

### Goal 3: Sustainable Environment

Strategies	Initiatives	Timing	Achievements/Actions
3.1 Preserve and enhance the natural environment.	3.1.1 Prepare a Waste Management Plan to guide waste management activities and to maximise recycling and resource recovery.	2022-2023	In progress.
	3.1.2 Review West Wimmera Shire Domestic Animal Management Plan.	2022-2023	Completed.
	3.1.3 Review West Wimmera Shire Domestic Wastewater Management Plan.	2022-2023	Completed.
	3.1.4 Review and update Council's fleet policy for the use of electric and hybrid vehicles.	2022-2023	Motor Vehicle Policy reviewed and adopted 21 May 2025.
	3.1.5 Explore potential exemptions, offsets, and land banking opportunities to compensate for native vegetation removal on farms and roadsides.	2022-2023	Offsets are to be sought through registered third party offset brokers that are registered through the State Government and who have reporting requirements and land management requirements for managing the land that they sell offsets from. First party offsets require land owners to prepare management plans with annual requirements about managing weeds, fencing and the use of the land. The requirement to seek these offsets either through a third-party broker or through managing an offset on their own land is the requirement of property owners.
	3.1.6 Advocate to GWMWater to complete part two of the Goroke Sewer Scheme.	2021-2025	Complete
	3.1.7 Advocate to relevant stakeholders to maintain safe infrastructure (i.e roads, furniture, signage) on public land for recreation (lakes, parks, and natural environments).	2021-2025	Followed up again with Parks Victoria, currently there is still no funding to upgrade/ improve these assets.
3.2 Promote sustainable environmental management practices.	3.2.1 Support activities to control pest animals in farming and township areas.	2021-2025	Annual rollout of corella management plan and roadside weeds and pest funding activities.
	3.2.2 Work with partner agencies on roadside vegetation management.	2021-2025	Delivery of annual Roadside Weeds and Pest Management Program.
	3.2.3 Support initiatives to assist with disposal of waste products from agricultural activity.	2021-2025	EPA to develop a farm waste disposal project.

	3.2.4 Continue to look at circular economy opportunities.	2021-2025	Contribute to shared regional glass crushing facility – agreement signed. Funding application submitted and funding received under Transfer Station Upgrade Program to introduce glass collection facility in transfer Stations. Complete Introduction of glass recycling stream through kerbside collection and drop off Facilities. Complete Assisting the State Government with site selection for container deposit scheme setup. Complete
3.3 Protect and promote public open space and natural assets.	3.3.1 Identify opportunities to improve safe access and use of natural areas for recreational purposes.	2022-2023	Closed out in previous years
	3.3.2 Explore opportunities to define, scope and develop a Wetlands Centre of Excellence.	2023-2024	Project closed as not currently feasible.
	3.3.3 Investigate the feasibility of establishing a man-made lake at the Kaniva racecourse site.	2024-2025	Concept plan completed and the recommendation is to hold the project until significant external funding is available.
	3.3.4 Partner with key stakeholders to support the implementation of the Lake Wallace Strategy where funding permits.	2021-2025	Lake Wallace Strategic Plan adopted.
3.4 Pursue alternative and sustainable energy sources	3.4.1 Promote alternative and sustainable energy projects in the shire.	2021-2025	Included in Planning Scheme review.
	3.4.2 Investigate the potential for micro-grids in industrial areas and towns.	2024-2025	Closed out in previous years.

## Strategic Indicators

Indicators/measures	Comments/results
Annual Local Government Community Satisfaction Survey	The index score recorded for waste management for the West Wimmera Shire was 64 compared with the state-wide score of 65 and the small rural score of 66. The index score recorded for slashing and weed control for the West Wimmera Shire was 50 compared with state-wide 47 and small rural 49.
Reportable environmental impacts	Council has not been notified of any reportable environmental impacts.



## Service Performance Indicators

Results					
Service / indicator / measure	2022	2023	2024	2024	Comments
<b>ANIMAL MANAGEMENT</b>					
Timeliness					
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]	1.22	1.61	1.45	1.33	
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	31.48%	10.37%	37.93%	53.33%	Councils Local Laws Officer has been working hard with councils communications team to ensure a wide variety of advertising to ensure collected animals are returned to their rightful home.
Animals rehomed [Number of animals rehomed / Number of animals collected] x100	61.11%	32.59%	44.44%	85.71%	Councils Local Laws Officer has worked with multiple local animal welfare groups to ensure that suitable animals are rehomed if they cannot be returned to their owners.
Service cost					
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$21.26	\$18.04	\$5.48	\$41.63	
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	0.00%	0.00%	0.00%	0.00%	
<b>FOOD SAFETY</b>					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	0.00	0.00	0.00	
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	54.72%	75.00%	81.13%	102.00%	Councils EHO has a well developed inspection schedule that ensures all premises receive at minimum one required food assessment per year.

Food safety samples [Number of food samples obtained / Required number of food samples] × 100	New	New	100%	100%	
Service cost					
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]	\$686.57	\$167.93	\$173.84	\$463.75	
Health and safety					
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] ×100	0.00%	0.00%	100.00%	100.00%	
<b>WASTE MANAGEMENT</b>					
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] ×10,000	1.20	0.68	0.68	0.46	
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$104.62	\$206.88	\$114.61	\$153.93	
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$85.92	\$104.73	\$70.41	\$71.63	
Waste diversion					
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] ×100	20.43%	19.98%	12.87%	15.71%	

## LOCAL LAWS AND ANIMAL CONTROL

Council's sole Local Laws Officer/Ranger has spent the previous 12 months enjoying his role within the council helping the community with animal management through community consultation, having further developed the wide variety of skills required for this multiskilled role. Trainings attended include animal mortality training, Law enforcement with Russell Kennedy lawyers & Municipal Fire Prevention Officer training.

Time also spent working on adding Crisis works for fire management to west wimmera shire councils management system to ensure the correct ongoing management of fire prevention and data for this area. Regular tasks undertaken in this area

Include:

- Removing abandoned cars from council roads
- Responding to wandering stock on roads
- Responding to roaming /menacing dogs
- Discussions with landowners regarding fencing to contain animals
- Issuing notices to comply for unsightly properties
- Issuing fire prevention notices
- Dealing with barking dog complaints
- Dealing with neighbourhood disputes
- Organising treatment of roadside weeds
- Organising ripping of roadside rabbit burrows
- Rehoming cats and dogs with Phoenix Animal Welfare/Horsham Paws
- Managing an increasing number of cats at large (feral, domestic, and abandoned)
- Corella management activities
- Supported Agriculture Victoria and the RSPCA on animal welfare issues
- Responding to after-hours call out

## ENVIRONMENTAL HEALTH

Council's environmental health officer (EHO) safeguards public health and wellbeing by monitoring compliance with relevant legislation and promoting safe practices across the shire. This includes inspection of food premises, tobacco retailers, accommodation sites, and personal care businesses such as hair, beauty and tattoo establishments, as well as the collection of food samples for testing.

In 2024/25, the EHO gained full qualification, enabling more inspections and assessments with a full-time, qualified staff member in place.

Key activities undertaken during the reporting period included:

- 83 food assessments and inspections under the Food Act 1984
- Five permits issued to install or alter septic tanks under the Environment Protection Act 2017
- 19 inspections completed under the Tobacco Act 1987
- 26 inspections completed under the Public Health and Wellbeing Act 2008
- 100% satisfactory result from 19 statutory food samples taken under the Food Act 1984

Public health education remains a priority, with the EHO continuing the regular 'Dear EHO...' column in the Council newsletter to inform and educate the community on health and hygiene matters.

In 2024/25, Council adopted the West Wimmera Shire Council Onsite Wastewater Management Plan 2024-2029, aligning with current environment protection legislation and supporting effective onsite wastewater management. Environmental health officers also assisted bushfire recovery in November 2024 and January-February 2025, completing 73 secondary impact assessments in Kadnook and Little Desert to manage safety and health risks.

## WASTE MANAGEMENT

Wimmera Mallee Waste Management (WMWM), on behalf of the West Wimmera Shire Council, conducted an audit of glass and co-mingle recycling across the shire during November 2024. This audit was aimed at identifying community recycling trends and how effectively residents are using their recycling services.

### Key findings

#### Glass

From September 2023 to November 2024, contamination in glass recycling increased from 1.3% to 1.7%. This suggests a slight rise in incorrect materials being placed in glass bins.

#### Co-mingle (yellow lid recycling bin)

Contamination in co-mingle recycling increased from 15.1% to 26.2% in the same period. Glass made up 2.4% of the co-mingle recycling, which is a decrease from the previous year's 3%.

### Recycling contamination

#### Glass recycling (purple lid recycling bin)

Common contaminants in glass recycling include wine collars, loose jar and bottle lids, and other non-glass materials. It is unclear whether these materials were attached to glass containers during disposal or if residents placed them in the bin separately. Another significant issue was the presence of animal waste, which could have originated from a single source.

#### Co-mingle recycling

Despite the availability of glass recycling bins, 2.4% of materials in co-mingle bins were glass. This suggests some residents may still be unaware of the correct process for glass disposal. Other contaminants found in co-mingle recycling included bagged waste, general waste, and green waste. The presence of these materials indicates that while residents are making an effort to recycle, some are not following the correct guidelines.



Figure 5: Glass contaminants in 2024 audit

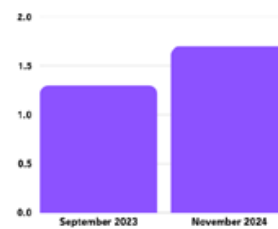


Figure 6: % Glass contaminates increase from 2023 to 2024

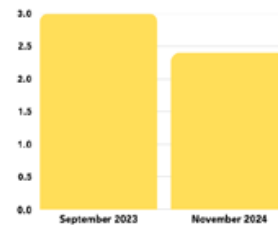


Figure 7: % Glass in co-mingle recycling from 2023 to 2024

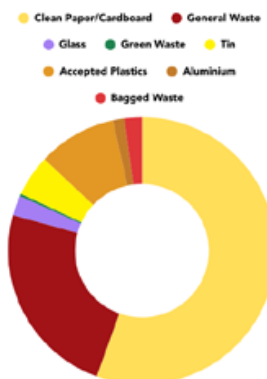
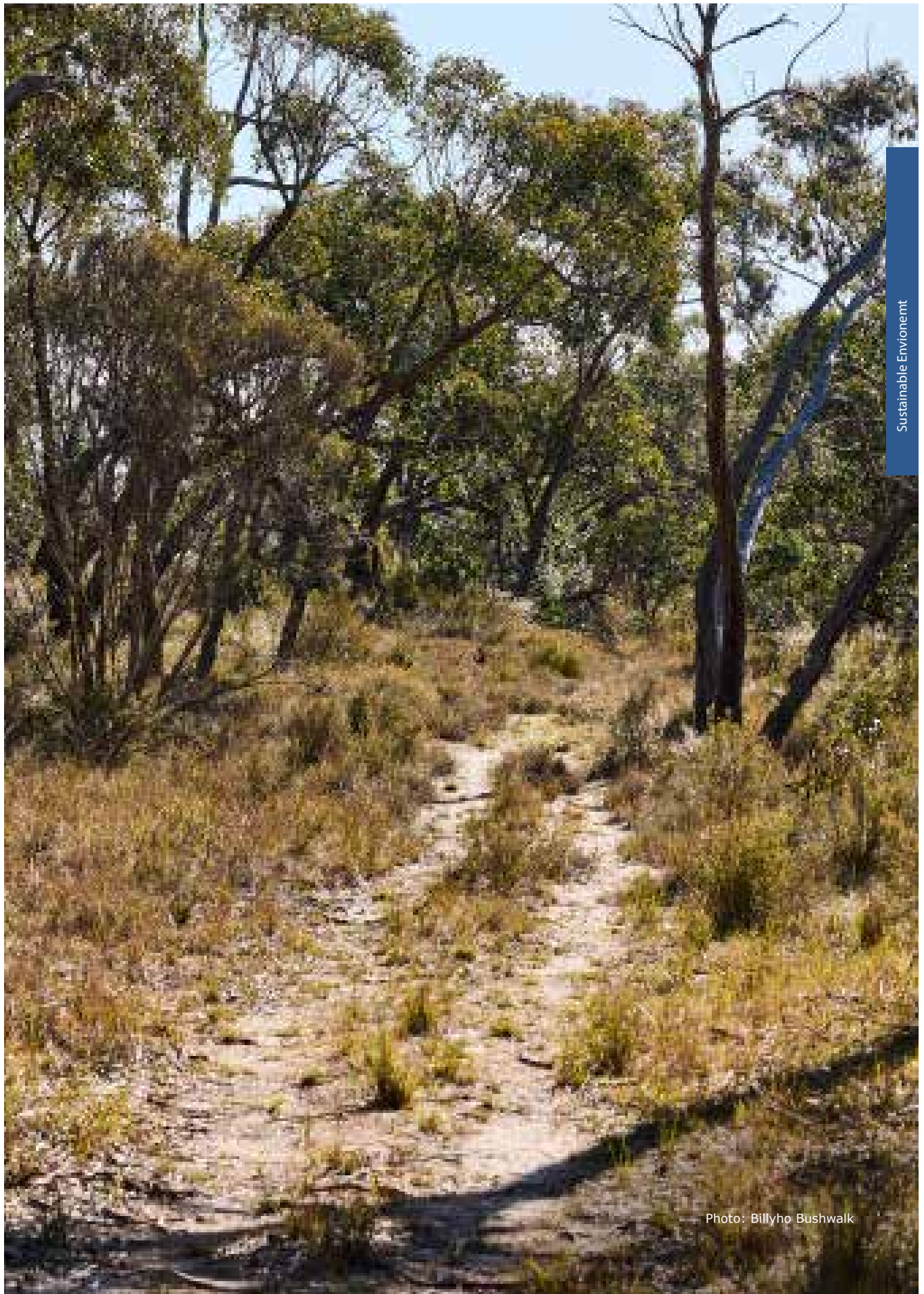


Figure 8: Co-mingle Recycling categories and weight %



Sustainable Environment

Photo: Billyho Bushwalk

# Council Goal 4

## Good Governance

### Major Initiatives

#### Goal 4: Good Governance

Strategies	Initiatives	Timing	Achievements/Actions
4.1 Ensure long term financial sustainability.	4.1.1 Prepare and implement a 10-Year Financial Plan.	2021-2022	Adopted October 2021.
	4.1.2 Prepare and implement long term Asset Plan.	2021-2022	Adopted May 2022.
	4.1.3 Provide quarterly financial reports tracking Council performance including Annual Plan performance measures and Capital Works Program.	Quarterly	Ongoing. Quarterly financial reports and Annual Plan updates provided.
	4.1.4 Prepare and implement a Fees and Charges Strategy.	2021-2022	Fees and Charges Strategy implemented.
	4.1.5 Maximise income from alternative sources.	2021-2025	Continuing to apply for external grants.
	4.1.6 Implement the West Wimmera Shire Council Revenue and Rating Strategy.	2021-2025	Reviewed and adopted 27 June 2025.
	4.1.7 Undertake continuous improvement initiatives to look for cost efficiencies and savings.	2021-2025	Continuing to receive and implement innovation platform ideas.



4.2 Engage with the community in a timely and respectful way.	4.2.1 Implement the Community Engagement Policy.	2021-2025	Implemented.
	4.2.2 Live stream Council meetings.	Ongoing	Completed.
	4.2.3 Regularly provide information to the community via the website and other channels to ensure Council's program and activities enjoy a high level of awareness.	Ongoing	Fortnightly West Wimmera Shire Council newsletter distributed to the community. Regular social media updates.
	4.2.4 Implement an Innovation Platform.	2021-2022	Completed. Innovation Platform committee meetings held monthly.
4.3 Advocate for our community on issues important to our future.	4.3.1 Prepare a document setting out key advocacy issues for West Wimmera Shire.	Ongoing	Draft Advocacy Plan underway.
4.4 Develop a high performing accountable organisation.	4.4.1 Develop and implement the Workforce Plan.	2021-2022	Completed and adopted December 2021.
	4.4.2 Prepare and implement an Information Technology Strategy to support efficient Council operations and community interaction.	2022-2024	Completed and implementation underway.
	4.4.3 Review procurement policies and processes to maximise accountability, value for money, and encourage local procurement.	2021-2022	Adopted December 2021.
	4.4.4 Implement the action plan for the implementation of the Gender Equality Act.	2021-2022	Completed and implementation underway.
	4.4.5 Implement a cultural awareness training program for all Councillors and Council staff.	2022-2023	Cultural Awareness Training provided to staff and Councillors.
	4.4.6 Prepare an Annual Business Plan to identify and track financial and operational performance.	Annually	FY2025-26 Annual Plan developed.
	4.4.7 Implement a Project Management Framework.	2023-2024	Project Management framework developed and implemented
	4.4.8 Develop and implement a Council intranet.	2022-2023	Completed. Continuous improvement and development.
	4.4.9 Develop a framework and/or relevant management plans for key management areas in Council to ensure accountability and a clear understanding of responsibilities, processes, systems, and procedures.	2021-2025	Ongoing.
	4.4.10 Investment in Council staff and Councillors to enable them to be the best leaders for their communities.	2021-2025	Councillor Induction Training December 2024 5 day OHS Course One day refreshers for HSR representatives Educator Specific Professional boundaries, Confidentiality and Code of Conduct
	4.4.11 Review and implement a records management system, strategy and policy that ensures good organisational governance.	2021-2025	Electronic data records management system implemented (Microsoft Teams). Records Management Policy adopted.

4.5 Maintain a rigorous risk management framework.	4.5.1 Support the activities of the Audit and Risk Advisory Committee.	Ongoing	Key recommendations implemented.
	4.5.2 Prepare and implement an annual internal audit program.	Annually	Completed.
	4.5.3 Review and update the Business Continuity Plan.	2021-2022	Business Continuity Plan reviewed 9 May 2025 and endorsed by the Audit and Risk Committee Audit of Business Continuity Plan conducted 31 July 2024 with key stakeholders.
	4.5.4 Prepare and maintain a register of Council's statutory obligations including reporting and public registers.	Annually	Completed.

## Services funded in budget

	Service Area	Net Cost (\$ '000)		
		Budget	Actual	Variance
Goal 4: Good Governance	Customer Service	(493)	(423)	70
	Elected Members	(265)	(2)	263
	Finance & Rates	4,120	3,994	(126)
	Governance	(376)	(718)	(342)
	Information Technology	(537)	(156)	381
	Corporate Services	(328)	5,231	5,559
	Infrastructure Development & Works	(362)	(636)	(274)
	Records Management	(112)	(266)	(154)

## Strategic indicators

Indicators/measures	Comments/results
Annual Local Government Community Satisfaction Survey	The index score recorded for consultation and engagement for the West Wimmera Shire was 56 compared with the state-wide score of 50 and small rural score of 51.
Annual Council Audit	Council's external auditors, Crowe Australasia, are acting as agents for VAGO and have completed the 2024/25 final audit pending approval from VAGO.

## Service Performance Indicators

Results					
Service / indicator / measure	2022	2023	2024	2025	Comments
<b>GOVERNANCE</b>					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councilors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councilors ] x100	13.59%	35.23%	32.86%	39.39%	Council considered the same contract three times as there was no suitable tenderers. Council have considered transitioning three different services to external providers which have necessitated confidential discussions.
Consultation and engagement					
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement ]	54.00	54.00	56.00	56.00	
Attendance					
Councilor attendance at council meetings [The sum of the number of Councilors who attended each Council meeting / (Number of Council meetings) × (Number of Councilors elected at the last Council general election)] x100	98.82%	98.89%	92.94%	97.39%	
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councilors elected at the last Council general election]	\$37,469.00	\$40,258.00	\$43,311.40	\$48,205.60	
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	54.00	55.00	59.00	56.00	

# Council Goal 5

## Our Commitment

### Major initiatives

#### Goal 5: Our Commitment

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

- Innovation
- Accountability
- United
- Collaborative

## Service performance indicators

Results					
Service / indicator / measure	2022	2023	2024	2025	Comments
<b>AQUATIC FACILITIES</b>					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.67	0.00	0.67	1.00	
<b>Utilisation</b>					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	3.06	2.91	3.41	2.87	The pool visits were down 2195 from 2023-24 as the Edenhope and Kaniva pool had a delayed opening due to the changing of contractors at the last minute. Before opening contractors had to acquire appropriate insurance and engage lifeguards. The Goroke pool attendances increased by 991 as it was open the full season.
<b>Service cost</b>					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$17.43	\$22.67	\$21.10	\$28.38	
<b>ROADS</b>					
<b>Satisfaction of use</b>					
Sealed local road requests [Number of sealed local road requests / Kilometers of sealed local roads] x100	4.48	2.74	3.75	3.39	
<b>Condition</b>					
Sealed local roads maintained to condition standards [Number of kilometers of sealed local roads below the renewal intervention level set by Council / Kilometers of sealed local roads] x100	99.83%	100.00%	100.00%	100.00%	
<b>Service cost</b>					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square meters of sealed local roads reconstructed]	\$44.80	\$45.39	\$47.76	\$33.46	The road construction activities undertaken were less complex compared to the previous financial year as well as the weather conditions remained dry, there were no interruptions caused by wet weather during the construction period hence the decrease in costs
<b>Service Cost</b>					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square meters of sealed local roads resealed]	\$4.27	\$5.79	\$5.69	\$6.10	
<b>Satisfaction</b>					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	54.00	53.00	51.00	51.00	

# Engineering and works

Council has completed the following capital works projects during 2024/25:

- Roads
- Mooree Road construction
  - South Lillimur Road construction
- Footpaths
- Compston Street, Goroke
  - Elizabeth Street, Edenhope
- Kerb and channel
- Compston Street, Goroke
  - Elizabeth Street, Edenhope
- Bridges
- Newmans Bridge repairs.
- Aerodromes
- Construction of a new taxiway completed
- Design for future projects
- Birminghams Street, Harrow. A detailed design was developed to transform the unsealed road into a sealed road with improvements to drainage

## GENERAL OVERVIEW

Over the past 12 months, Council’s infrastructure, engineering and works teams delivered a substantial capital works and maintenance program, while continuing to enhance asset management and geographic information systems (GIS) to improve operational efficiency.

The majority of design and construction work was delivered by in-house staff, with additional support provided by external consultants and contractors as required.

Routine maintenance was carried out across the shire and included sealed and unsealed roads, bridges, Council-owned buildings and

reserves, playgrounds, footpaths, kerb and channel, and parks and gardens.

A traffic analysis study commenced in the Kaniva urban precinct, focused on improving pedestrian and vehicle safety. This project was supported by funding from the Transport Accident Commission (TAC).

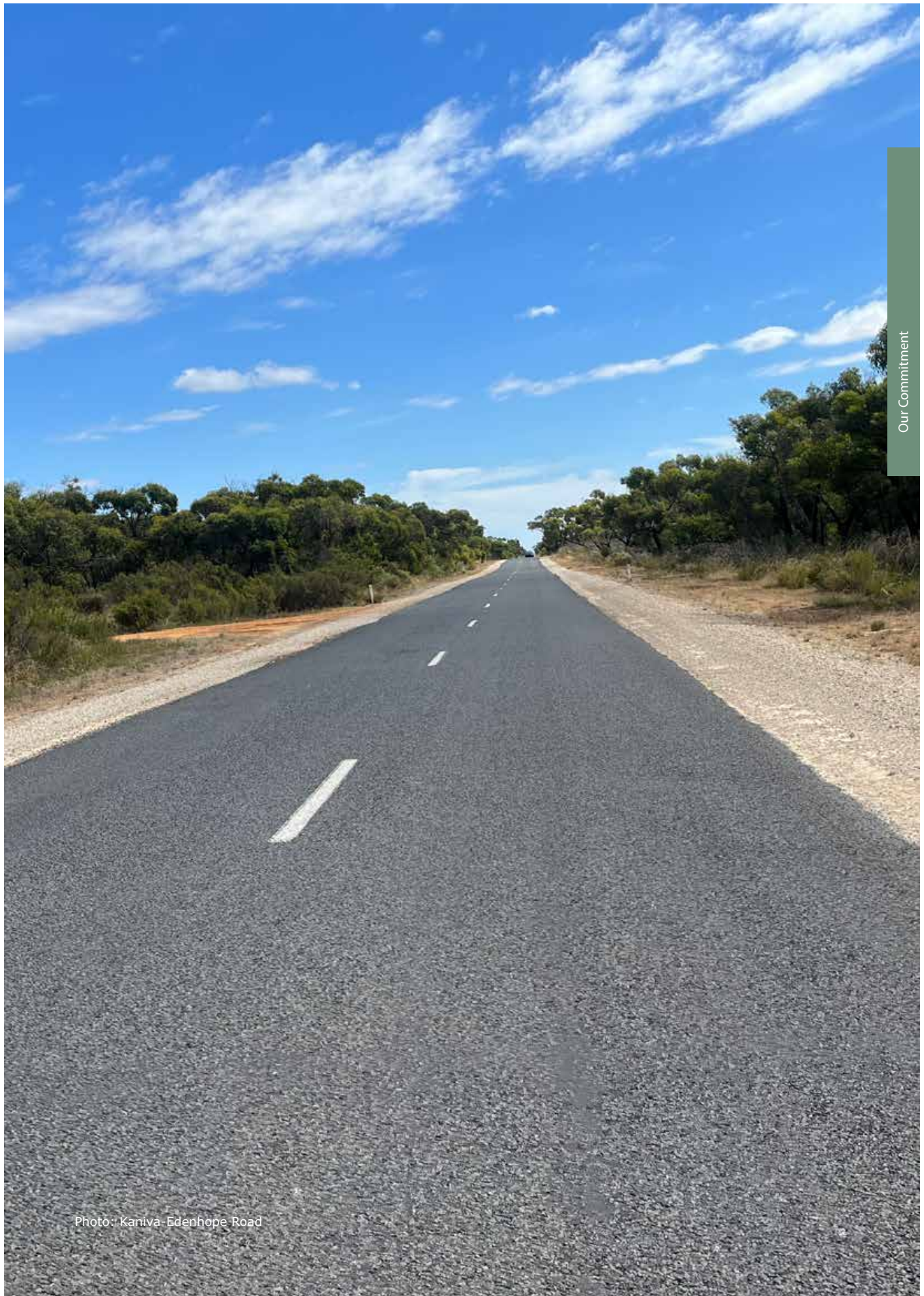
Council’s contract for maintenance of Department of Transport and Planning (DTP) arterial roads within the municipality has been extended to 30 June 2026. This includes sections of the Wimmera Highway and other arterial roads including the Kaniva-Edenhope Road, Casterton Apsley Road, Edenhope Penola Road, Wombelano Road, Serviceton North-Telopea Downs Road and Nhill-Harrow Road. Under this contract, Council conducts routine inspections, reporting, emergency call-outs (such as trees down, traffic accidents, etc) and minor maintenance each month. Council submits larger maintenance projects to DTP for ‘provisional’ funding. Approved works included a stabilisation patching program delivered by contractors and Council’s works teams completed 25km of shoulder resheeting and edge break repairs on Kaniva-Edenhope Road.

Gravel resheeting of various roads was completed to the value of \$1.6 million while the shoulder resheeting program was undertaken on sealed roads at a budgeted cost of \$600,000. The annual resealing of sealed roads was also successfully completed with the value of works approximating \$1 million.

The capital works program was further supported by Federal Government funding, including:

- \$881,390 through the Local Roads and Community Infrastructure Program
- \$1,986,420 through the Roads to Recovery Program





## Asset management and GIS

A variety of activities have been undertaken during the year to maintain or improve asset and GIS functions:

- Commenced the Local Roads Data Reconciliation Project, which will provide robust information to the Victorian Local Government Grants Commission
- Annual inspection of playground infrastructure was undertaken by an external consultant
- Council's building portfolio was assessed for condition and valuation. This is completed on a three-yearly basis
- Prepared applications for five separate projects under the Safer Local Roads and Streets Program
- Continued compilation of photographic record of road assets for natural disaster purposes
- Worked toward a cloud-based platform for the GIS viewing portal known as POZI
- Reviewed the Road Management Plan and prepared it for community consultation and final adoption by Council
- Reviewed the Asset Management Policy and the Asset Management Strategy with subsequent formal adoption by Council
- Progressed a safety review of the Kaniva urban precinct toward community consultation and final adoption by Council
- Developed a policy for remotely piloted aircraft systems (drone operations) as Council utilises a drone for some engineering activities
- Completed an audit on Asset Management as required by Council's Audit Committee

## Planning and building services

Council's Planning Department is responsible for preparing and administering the West Wimmera Planning Scheme under the Planning and Environment Act 1987. Their responsibilities under the Act include issuing planning permits for use and development of land, planning scheme amendments, strategic planning and enforcement. Throughout the shire, 27 applications for planning permits were received and 23 planning permits were issued in the 2024/2025 year. Council also responded to 155 customer requests for planning matters. As with permits, these requests were wide ranging, including the use of premises for business purposes, native vegetation regulations, and subdivisions.

Beyond the core responsibility of providing planning services for the community, there have been several additional areas of focus. Council officers have been working towards completing multiple actions identified in the West Wimmera Planning Scheme Review, currently in train there are Flood Studies for Edenhope and Apsley, a small towns plan and a targeted settlement strategy for the Kaniva township, implementing flood controls for Harrow and Chetwynd, implementing policy neutral scheme changes. Enforcement issues have continued, with illegal native vegetation removal being an ongoing area of concern.

With the shortage of planning services and planning professionals across the state, the planning department has endeavored to implement the most effective services possible for the community. Council's Senior Planner has continued to respond to many planning enquiries as well as progress Council's Strategic work and allocate statutory work to Council's contract planners.

During the 2024/2025 reporting period, Council's building department responded to 26 Building/Property Information requests, conducted 41 building inspections, received 15 building permit applications, issued nine building notices, issued 10 reports and consents and private Building Surveyors issued 45 building permits across the shire.

## INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting or developing agency must prepare a report to the Minister for Planning outlining infrastructure and development contributions, including levies and works in-kind. This information must also be published in Council's annual report.

For the 2024/25 financial year, Council received \$11,250 in public open space contributions. These funds will support the maintenance and improvement of public open spaces in Edenhope, the town from which the contribution was collected.

## Contracts and procurement

In 2024/25, procurement practices were strengthened through a continued focus on transparency, accountability, and value for money. All tenders were evaluated in accordance with probity principles to ensure fairness and compliance.

- Key achievements included:
- Completion of the four-year review of Council's Procurement Policy
- Preparation of the updated policy for consideration by the Audit and Risk Committee and adoption in early 2025/26
- Expressions of Interest conducted to explore alternative arrangements for cleaning and town maintenance contracts
- Use of Microsoft Teams expanded to centralise contract records and improve governance
- Internal processes and documentation streamlined to support consistent outcomes
- All contracts valued above \$150,000 were awarded through a competitive process, in accordance with Section 186(5)(a) and (c) of the Local Government Act 2020 and Council's Procurement Policy.

## CONTRACTS AWARDED

### Capital Plant

- **C-JUL2024-P008** - Supply and delivery of one Cat 12M motor grader
- **C-JUL2024-P009** - Supply and delivery of one 18,000L water tanker
- **C-OCT2024-P012** - Supply and delivery of one prime mover

### Projects

- **C-JAN2025-C001** - Edenhope Recreation Reserve changerooms

### Operational services

- **C-NOV2024-S013** - Management and operation of the Kaniva Memorial Swimming Pool
- **C-NOV2024-S014** - Management and operation of the Edenhope Swim Centre
- **C-NOV2024-S015** - Management and operation of the Kaniva Poolside Caravan Park
- **C-MAR2025-W003** - Arterial road stabilisation works
- **C-MAR-W004** - Arterial road pavement stabilising and shoulder works

As part of a broader review of organisational needs and resourcing, the position of Contracts and Procurement Manager was made redundant in May 2025. Procurement responsibilities are now delivered through a decentralised model, reflecting a reduced capital works program and a more constrained funding environment.

## Facilities and Quality

In 2024/25, West Wimmera Shire Council maintained its focus on effective land and facilities management through the preparation and administration of leases, licences, and user agreements. Council acts as custodian of land on behalf of the community. This includes Council-owned property, Crown land where Council is appointed as the committee of management, and land leased or licensed for identified purposes.



#### LEASES

- **Kaniva Racecourse and Recreation Reserve lease:** A lease was issued to a community group to crop and maintain this key recreational facility, with proceeds supporting local sporting activities.
- **Windmill Café and Visitor Information Centre:** A new tenant was secured to operate the café and visitor centre, providing hospitality and tourism services in a central, high-visibility location.

#### LICENCES

- **Elders Real Estate – 55 Elizabeth Street, Edenhope:** The commercial licence for this property was renewed, maintaining a business presence on Edenhope's main street.
- **Unused road licence - Apsley:** Council continued to oversee this arrangement to ensure appropriate land use and compliance with relevant regulations.

#### CONTRACTORS AND MANAGED FACILITIES

Three new contractors were engaged during 2024/25 to operate key community amenities, including Kaniva Poolside Caravan Park, Kaniva Swimming Pool, Edenhope Swimming Centre, and Goroke Swimming Centre. These partnerships support the delivery of vital recreational services that contribute to health, wellbeing, and liveability in West Wimmera communities.

#### ONGOING SUPPORT AND COMPLIANCE

Council continues to provide support to committees of management, user groups, and other stakeholders to ensure local facilities are managed in accordance with relevant legislation and Council policies. This guidance helps maintain the safety, quality, and sustainability of important public assets.



Photo: Bridge into Harrow



## Lighting upgrades officially opened in Kaniva and Harrow

Two major lighting upgrades have been completed at Harrow and Kaniva recreation reserves, marking a significant boost to local sports infrastructure in West Wimmera.

The Harrow AFL Lighting Upgrade and Kaniva AFL Lighting Upgrade projects were officially opened in June 2025, with the support of Council, community members, and funding partners. Each project received \$250,000 from the State Government, alongside contributions from Council and local community groups.

In Harrow, the \$333,334 project was jointly funded by Sport and Recreation Victoria, West Wimmera Shire Council, and the Harrow Recreation Reserve Committee. Works included removing outdated infrastructure and installing four new lighting poles with 150 lux LED lights around the oval.

Kaniva's \$333,334 project delivered a similar upgrade, with four new lighting poles providing 150 lux lighting for the football oval. This project was supported by Sport and Recreation Victoria, Council, and the Kaniva Leeor United Football Netball Club.

Both projects significantly improve safety and extend the usability of the ovals, enabling sports clubs, schools, and the wider community to make greater use of these facilities throughout the year. The upgrades also enhance the experience for players and spectators, ensuring recreation reserves remain central to community life.

These projects form part of Council's ongoing commitment to investing in high-quality sporting and recreation facilities. By partnering with community groups and funding bodies, Council continues to strengthen opportunities for active, healthy lifestyles across the shire while ensuring infrastructure keeps pace with community needs.





Photo: Community Forum Telopea Downs



## Our Governance

This section covers West Wimmera Shire Council's governance approach, highlighting its role in providing leadership, managing resources responsibly, and advocating for community interests. It includes details on decision-making processes, conflict of interest policies, councillor attendance, and adherence to governance and management standards. The section also addresses Council's commitment to effective democratic and corporate governance through audits, policy reviews, and maintaining transparency.



West Wimmera Shire Council is constituted under the Local Government Act to provide leadership for the good governance of the municipal district and local community. Council plays a number of important roles, including:

- Considering the diverse needs of the local community in decision-making
- Providing leadership by setting strategic objectives and monitoring outcomes
- Managing resources responsibly and accountably
- Advocating for the interests of the community to other levels of government
- Fostering community cohesion and supporting civic participation

Council is committed to effective and sustainable forms of democratic and corporate governance to ensure that both Council and its administration meet the priorities of the community. Residents and ratepayers have multiple opportunities to contribute to Council's decision-making processes, including through consultation activities, community forums and formal submissions.

Council's formal decisions are made during Council meetings, while most operational decisions are delegated to Council staff. These delegations are exercised in accordance with Council's adopted policies and procedures.

#### Council meetings: Councillor attendance

Table 3: Scheduled Council meetings attendance record 2024/25

Date	Cr. Tim Meyer, Mayor	Cr. Jodie Pretlove Deputy Mayor	Cr Bruce Meyer OAM	Cr. Tom Houlihan Deputy Mayor	Cr Richard Hicks	Cr Helen Hobbs
24/07/2024	Attended	Attended	Attended	Attended	Attended	-
21/08/2024	Attended	Attended	Attended	Attended	Attended	-
18/09/2024	Attended	Attended	Attended	Attended	Attended	-
16/10/2024	Attended	Attended	Attended	Attended	Attended	-
20/11/2025	Attended	Attended	-	Attended	Attended	Attended
18/12/2025	Attended	Attended	-	Attended	Attended	Attended
19/02/2025	Attended	Apology	-	Attended	Attended	Attended
19/03/2025	Attended	Attended	-	Attended	Attended	Attended
16/04/2025	Attended	Attended	-	Attended	Attended	Attended
21/05/2025	Attended	Attended	-	Attended	Attended	Attended
18/06/2025	Attended	Attended	-	Attended	Attended	Attended

#### CONFLICT OF INTEREST

Councillors are elected to act in the best interests of the municipal community and are required to make decisions impartially, guided by the principles of good governance. This position of trust requires adherence to the provisions of the Local Government Act and Council's Governance Rules, particularly in relation to the disclosure and management of conflicts of interest.

Conflicts of interest may arise when personal or private interests could influence, or appear to influence, decisions made in the public interest. A conflict of interest exists even if no improper conduct occurs.

At all Council and committee meetings, declaration of conflicts of interest is a standing agenda item. The process generally involves disclosing the relevant interests and removing oneself from the decision-making process. These procedures also apply to Council officers and committees where powers have been delegated.

A conflict-of-interest register is maintained to ensure transparency and accountability. During 2024/25, a total of 33 conflicts of interest were declared at Council meetings and all were recorded.

*Table 4: Unscheduled Council meetings attendance record 2024/25*

Date	Cr. Tim Meyer, Mayor	Cr. Jodie Pretlove Deputy Mayor	Cr Bruce Meyer, OAM	Cr Tom Houlihan/ Deputy Mayor	Cr Richard Hicks	Cr Helen Hobbs
09/08/2024 Unscheduled Council meeting CEMAC meeting	Attended	Attended	Attended	Attended	Attended	-
09/08/2024 Unscheduled Council meeting Financial statements and performance statement	Attended	Attended	Attended	Attended	Attended	-
16/09/2024 Unscheduled Council meeting performance statement	Attended	Attended	Attended	Attended	Attended	-
24/09/2024 Unscheduled Council meeting draft annual report	Attended	Attended	Attended	Attended	Attended	-
23/10/2024 Unscheduled Council meeting annual report	Attended	Attended	Attended	Attended	Attended	-
12/11/2024 Annual statutory Council meeting	Attended	Attended	-	Attended	Attended	Attended
29/01/2025 Unscheduled Council meeting Workers' accommodation	Attended	Attended	-	Attended	Attended	Attended
12/03/2025 Unscheduled confidential Council meeting Grant applications	Attended	Attended	-	Attended	Attended	Attended
28/03/2025 Unscheduled Council meeting Budget revision	Attended	Attended	-	Attended	Attended	Attended
24/04/2025 Unscheduled Council meeting CEMAC meeting	Attended	Attended	-	Attended	Attended	Attended
16/05/2025 Unscheduled Council meeting Draft annual plan and budget	Attended	Attended	-	Attended	Attended	Attended
27/06/2025 Unscheduled Council meeting Annual plan and budget	Attended	Attended	-	Attended	Attended	Attended

## COUNCIL MEETINGS

Council conducts open public meetings on the third Wednesday of each month. Community members are welcome to attend these meetings in person or view the livestream. Council meetings provide the opportunity for residents to submit written questions or ask questions directly during the meeting.

During 2024/25, a total of 23 Council meetings were conducted.

Recordings of meetings, along with agendas, minutes, policies and strategies, are available on Council's website.

## COMMUNITY FORUMS

Community forums are scheduled three times per year in conjunction with Council meetings. These forums take place in smaller towns across the shire, giving councillors an opportunity to share a meal with residents and discuss local issues in an informal setting.

In 2024/25, forums were hosted in:

- Telopea Downs – August 2024
- Gymbowen – March 2025
- Lillimur – June 2025

## LOCAL LAWS

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

Local Law No. 9 – Community Local Law was adopted by Council on 17 May 2023

## REVIEW OF DELEGATIONS

Council continues to review all delegations every six months in line with the requirements of the Local Government Act 2020. A full review is also conducted within 12 months after a general election. This process includes updates to reflect legislative changes and any structural or procedural adjustments within Council.

Delegations are publicly available on Council's website.

## REVIEW OF COUNCIL POLICIES

Council policies are reviewed regularly under a rolling review schedule. Each review assesses compliance with current legislation, removes outdated procedural content, and ensures alignment with Council's template and operational practices.

Endorsed policies are published on Council's website and managed through the document control system to maintain accountability and ensure timely updates.

## COUNCILLOR CODE OF CONDUCT

Council adopted its current Councillor Code of Conduct on 17 February 2021. However, following changes to the Local Government (Governance and Integrity) Regulations 2020 and the Local Government Act 2020, which came into effect on 26 October 2024, all Councillors now operate under the Model Councillor Code of Conduct developed by Local Government Victoria.

## COUNCILLOR ALLOWANCE AND EXPENSES

The Local Government Act 2020 transferred responsibility for determining mayoral and councillor allowances to the Victorian Independent Remuneration Tribunal (VIRT).

On 7 March 2022, the Tribunal issued Determination No. 01/2022 under the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 (Vic). The determination established new allowance rates for mayors, deputy mayors and councillors, with a phased implementation period – three years for councillors and five years for mayors and deputy mayors. A separate allowance was also introduced for deputy mayors.

Allowances were backdated to 18 December 2021. The determination includes a remote area travel allowance with defined eligibility criteria.

West Wimmera Shire Council is classified under Council Allowance Category 1. Annual adjustments to allowance values will continue until 18 December 2025. The most recent increase took effect on 18 December 2024.

For the period 1 July 2024 to 30 June 2025, the allowances payable to the mayor, deputy mayor and councillors are outlined below:

	Type	Amount
Mayor	Mayoral allowance	\$82,059.36
Cr Tim Meyer	Reimbursement	\$ 145.45
Dept Mayor	Deputy mayor allowance	\$35,826.53
Cr Jodie Pretlove	Reimbursement	\$ 3,851.01
Councillor	Councillor Allowance	\$31,286.56
Cr Tom Houlihan	Reimbursement	\$ 5,562.57
Councillor	Councillor Allowance	\$26,084.17
Cr Richard Hicks	Reimbursement	\$ 3,033.56
Councillor	Councillor Allowance	\$16,592.68
Cr Helen Hobbs	Reimbursement	\$ 230.41
Councillor Cr	Councillor Allowance	\$ 9,491.49
Bruce Meyer	Reimbursement	\$ 137.68

\* includes back payments relating to FY 2023/24 in accordance with LGA 2020

#### REMOTE TRAVEL ALLOWANCE

Council members who reside more than 50 kilometres by the shortest practicable road distance from meeting locations or authorised municipal or community functions are entitled to a travel allowance. The allowance is \$47.50 per day on which one or more meetings or authorised functions are attended, up to a maximum of \$5,937.50 per year.

#### INTERNAL AUDIT

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

As part of the 2024/25 Internal Audit Program, reviews were undertaken for:

- Human resources management
- Cyber security

#### EXTERNAL AUDIT

The Victorian Auditor-General's Office (VAGO) is responsible for external audits of Council. For the 2024/25 year, Crowe Australasia acted as VAGO's appointed audit service provider for the annual audit of Council's financial statements and performance statement.

#### DELEGATED COMMITTEES

Under the Local Government Act 2020, councils may establish delegated committees made up of councillors, Council officers, other persons, or any combination of these.

No delegated committees were established by West Wimmera Shire Council during the 2024/25 financial year.

## Audit and risk committee

In accordance with Section 53 of the Local Government Act 2020, Council maintains an Audit and Risk Committee to monitor financial management, corporate governance, internal controls, risk management, and ethical practices.

The committee includes two Councillors and three external independent members: Celeste Gregory, Andrew Johnson, and Richard Ainio (appointed February 2025, following Mick Jaensch's resignation in December 2024)

Councillors Tim Meyer and Jodie Pretlove represented Council on the committee.

Meetings were convened on the following dates in 2024/25:

- 19 September 2024
- 10 December 2024
- 18 March 2025
- 10 June 2025



## Statutory information

Council has a number of statutory reporting obligations under various acts. The following outlines these key responsibilities and compliance for 2024/25.

### Freedom of information

As required under sections 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council must publish certain statements in its Annual Report. The Act provides a legally enforceable right for members of the public to access documents held by Council. All requests must be in writing and accompanied by the relevant application fee.

For the reporting period 1 July 2024 to 30 June 2025:

- Six requests were received
- One request was granted in part
- One was invalid
- One had no documents
- Three were processed outside the act
- No applications for review were received
- No disciplinary action was taken in relation to the administration of the act
- \$32.70 in fees was collected, and \$130.80 was waived

A report on the operation of the act is prepared annually and made available for public inspection at Council offices. Publications under sections 7 and 8 of the Act can be requested from the Freedom of Information Officer.

### Disability Action Plan

In accordance with Section 38 of the Disability Act 2006, Council must report on the implementation of its Disability Action Plan. Council continues to deliver initiatives through its Council Plan 2021–2025, which includes:

- Aged care and disability referrals
- Services
- Social support groups
- Personal care and home care

- Emergency support
- Property maintenance
- Living at home assessments
- Delivered meals (Meals on Wheels)
- Community transport programs
- Respite care

### Documents available for inspection

Under Section 57 of the Local Government Act 2020, Council is required to adopt and maintain a public transparency policy that:

- gives effect to the public transparency principles
- describes how Council information is made publicly available
- Specifies the type of information that must be available to the public, including all policies, plans and reports

Council information is accessible via the Council website or in some instances, by request. Requests are handled in accordance with:

- the Local Government Act 2020, including the public transparency principles
- the Public Transparency Policy
- Part II of the Freedom of Information Act 1982

The Public Transparency Policy is publicly available on Council's website

### Public Interest Disclosure Procedures

Section 69 of the Public Interest Disclosure Act 2012 requires councils to publish details of procedures for making disclosures and to report on the number and types of disclosures received.

The act promotes accountability and encourages individuals to report improper conduct in the public sector. Council's policy on disclosures is available on the Council website.

For the 2024/25 financial year, no disclosures were reported to Council officers or to the Independent Broad-based Anti-corruption Commission (IBAC).

### **Road Management Act Ministerial Direction**

In accordance with Section 22 of the Road Management Act 2004, Council must include a summary of any ministerial directions received in the Annual Report.

No such directions were received during the 2024/25 financial year.

Infrastructure and development contributions

Under sections 46GM and 46QD of the Planning and Environment Act 1987, councils acting as collecting or development agencies must report on infrastructure and development contributions.

There were no contributions received by Council during the 2024/25 financial year.

### **Contracts and Procurement**

In line with section 10(d)(i) of the Local Government (Planning and Reporting) Regulations 2020, Council must disclose contracts entered into that exceed the threshold requiring a public tender or expression of interest, as outlined in the Council's procurement policy (adopted November 2021).

#### **Contract Categories**

- **Capital Plant Purchases**  
*C-JUL2024-P008 Supply and Delivery of one Cat 12M Motor-Grader*  
*C-JUL2024-P009 Supply and Delivery of one 18,000 Litre Water Tanker*  
*C-OCT2024-P012 Supply and Delivery of one Prime Mover*
- **Project Tenders**  
*C-JAN2025-C001 Edenhope Recreation Reserve Changerooms*
- **Operational Contracts**  
*C-NOV2024-S013 Management and Operation of the Kaniva Swimming Pool*  
*C-NOV2024-S014 Management and Operation of the Edenhope Swimming Pool*  
*C-NOV2024-S015 Management and Operation of the Kaniva Poolside Caravan Park*  
*C-MAR2025-W003 Arterial Road Stabilisation Works*  
*C-MAR-W004 Arterial Road Pavement Stabilising and Shoulder Works*

### **Domestic Animal Management Plan**

In accordance with the Domestic Animals Act 1994, Council is required to prepare and implement a domestic animal management plan every four years and report on its implementation in the annual report. This plan outlines a structured program of actions designed to meet statutory requirements while progressing Council's strategic objectives for responsible animal management in the West Wimmera Shire.

Initial implementation stages have included community education on responsible pet ownership, promotion of pet registration and microchipping, and early investigation into designated on-leash and off-leash areas within the shire.

The current domestic animal management plan was adopted on 16 November 2022.

### **Privacy and data protection**

The Privacy and Data Protection (PDP) Act 2014 outlines principles for how personal information must be collected, managed, and disposed of. Council has adopted an information privacy policy that explains how compliance with the act is achieved. This policy is available on Council's website.

### **Food act ministerial directions**

No ministerial directions were issued under the Food Act 1984 during the 2024/25 financial year.

### **Local government elections 2024**

Local government elections take place every four years. The West Wimmera Shire Council general election was in October 2024 and the Victorian Electoral Commission declared the results at 3:30pm on Thursday 7 November 2024 at the Edenhope and District Community Centre.

The following candidates were declared elected until October 2028:

- Helen Hobbs
- Tim Meyer
- Jodie Pretlove
- Tom Houlihan
- Richard Hicks

## Governance and management checklist

Governance and management items		Assessment
1	<b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. Date of adoption: 02/17/2021
2	<b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. Date of commencement: 02/17/2021
3	<b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act. Date of adoption: 10/18/2021
4	<b>Asset Plan</b> (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act. Date of adoption: 05/18/2022
5	<b>Revenue and Rating Plan</b> (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act. Date of adoption: 06/27/2025
6	<b>Annual budget</b> (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act. Date of adoption: 06/27/2025
7	<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of commencement: 02/15/2023
8	<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement: 04/20/2022
9	<b>Municipal emergency management planning</b> (Participation in meetings of the Municipal Emergency Management Planning Committee.)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year. Dates of MEMPC meetings attended:
10	<b>Procurement policy</b> (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act. Date of commencement: 11/17/2021
11	<b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of commencement: 05/09/2025
12	<b>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 plan. Reason for no plan:
13	<b>Complaint policy</b> (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Policy developed in accordance with section 107 of the Act. Date of commencement: 12/15/2021

14	<b>Workforce plan</b> (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.)	Plan developed in accordance with section 46 of the Act. Date of commencement: 12/01/2021
15	<b>Payment of rates and charges hardship policy</b> (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)	Current policy in operation
16	<b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of commencement: 07/24/2024
17	<b>Audit and Risk Committee</b> (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act. Date of commencement: 05/16/2013
18	<b>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)	Internal auditor engaged Date of engagement: 04/21/2024
19	<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation Date of adoption: 07/01/2015
20	<b>Council Plan report</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 report Date of report: Annual Plan Quarterly updates completed. In addition, monthly progress reports for each department completed and presented to Leadership meetings.
21	<b>Quarterly budget reports</b> (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act. Date of report: Q3: 24/07/2024, Q4: 21/08/2024, Q1&2: 19/02/2025, Q3 21/05/2025
22	<b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented Dates of reports: Presented to Audit and Risk Committee Meetings: 19/09/2024, 10/12/2024, 18/03/2025, 10/06/2025
23	<b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	No reports. Reason for no reports:
24	<b>Annual report</b> (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act. Date of presentation: 10/23/2024
25	<b>Councillor Code of Conduct</b> (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Code of conduct reviewed and adopted in accordance with section 139 of the Act. Date reviewed and adopted: 02/17/2021 New Model Code of Conduct came into effect 26/10/2024

26	<b>Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act. and a register kept in accordance with sections 11(8) and 47(7) of the Act. Date of review: 12/18/2024
27	<b>Meeting procedures</b> (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act. Date rules adopted: 11/16/2022

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

---

David Bezuidenhout  
Chief Executive Officer  
Dated:

---



Cr Tim Meyer  
Mayor  
Dated:

Edenhope Customer Service Office  
49 Elizabeth Street, Edenhope Victoria 3318  
Kaniva Customer Service Office  
25 Baker Street, Kaniva Victoria 3419  
Postal address  
PO Box 201, Edenhope Victoria 3318

Office hours  
Monday to Friday, 8.30am - 5.00pm

---

West Wimmera Shire Council  
13 99 72 | [council@westwimmera.vic.gov.au](mailto:council@westwimmera.vic.gov.au)

   
[westwimmera.vic.gov.au](https://www.westwimmera.vic.gov.au)



# West Wimmera Shire Council

## ANNUAL FINANCIAL REPORT for the year ended 30 June 2025

---

*The best of country living*



## West Wimmera Shire Council

2024/2025 Financial Report

### Annual Financial Report for the year ended 30 June 2025

Contents	Page
<b>Certification of the Financial Statements</b>	<b>3</b>
<b>Victorian Auditor-General's Office Report</b>	<b>4</b>
<b>Financial Statements:</b>	
Comprehensive Income Statement	6
Balance Sheet	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
Statement of Capital Works	10
<b>Notes to the Financial Statements</b>	
Note 1 Overview	11
Note 2 Analysis of our results	13
2.1 Performance against budget	13
2.2 Analysis of Council results by program	17
Note 3 Funding for the delivery of our services	19
3.1 Rates and charges	19
3.2 Statutory fees and fines	19
3.3 User fees	19
3.4 Funding from other levels of government	20
3.5 Contributions	23
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	23
3.7 Other income	23
Note 4 The cost of delivering services	24
4.1 Employee costs	24
4.2 Materials and services	24
4.3 Depreciation	25
4.4 Other expenses	25
Note 5 Investing in and financing our operations	26
5.1 Financial assets	26
5.2 Non-financial assets	28
5.3 Payables, trust funds and deposits and contract and other liabilities	28
5.4 Provisions	30
5.5 Financing arrangements	31
5.6 Commitments	32
Note 6 Assets we manage	33
6.1 Non-current assets classified as "held for sale"	33
6.2 Property, infrastructure, plant and equipment	34
6.3 Investments in associates, joint arrangements and subsidiaries	41
Note 7 People and relationships	45
7.1 Council and key management remuneration	45
7.2 Related party disclosure	47

continued on next page ...

Page 1 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Annual Financial Report  
for the year ended 30 June 2025

Contents	Page
Note 8 Managing uncertainties	48
8.1 Contingent assets and liabilities	48
8.2 Change in accounting standards	49
8.3 Financial instruments	49
8.4 Fair value measurement	50
8.5 Events occurring after balance date	52
Note 9 Other matters	53
9.1 Reserves	53
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	55
9.3 Superannuation	55
Note 10 Changes in accounting policies	57

Content Overview

These financial statements are General Purpose Financial Statements and cover the consolidated operations for West Wimmera Shire Council

All figures presented in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on dd MMMM yyyy  
Council has the power to amend and reissue these financial statements.

West Wimmera Shire Council

2024/2025 Financial Report

Annual Financial Report  
for the year ended 30 June 2025

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Jason Cay  
Responsible Accounting Officer  
Dated: dd MMMM yyyy  
Edenhope

In our opinion, the accompanying financial statements present fairly the financial transactions of West Wimmera Shire Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

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 2020* to certify the financial statements in their final form.

Tim Meyer  
Mayor  
Dated: dd MMMM yyyy  
Edenhope

Jodie Pretlove  
Councillor  
Dated: dd MMMM yyyy  
Edenhope

David Bezuidenhout  
Chief Executive Officer  
Dated: dd MMMM yyyy  
Edenhope

West Wimmera Shire Council

2024/2025 Financial Report

Annual Financial Report  
for the year ended 30 June 2025

Victorian Auditor-General's Office Report

---

Insert VAGO Report here

West Wimmera Shire Council

2024/2025 Financial Report

Annual Financial Report  
for the year ended 30 June 2025

Victorian Auditor-General's Office Report (continued)

---

Insert VAGO Report here



West Wimmera Shire Council

2024/2025 Financial Report

Comprehensive Income Statement  
for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
<b>Income / Revenue</b>			
Rates and charges	3.1	8,936	8,605
Statutory fees and fines	3.2	159	132
User fees	3.3	834	743
Grants - operating	3.4	14,466	5,568
Grants - capital	3.4	2,448	3,514
Contributions - monetary	3.5	76	26
Net gain on disposal of property, infrastructure, plant and equipment	3.6	435	292
Other income	3.7	2,545	2,664
<b>Total income / revenue</b>		<b>29,899</b>	<b>21,544</b>
<b>Expenses</b>			
Employee costs	4.1	11,544	10,687
Materials and services	4.2	9,587	13,829
Depreciation	4.3	10,826	8,052
Borrowing costs		1	–
Other expenses	4.4	764	504
Share of net losses of associates and joint ventures	6.3	34	–
<b>Total expenses</b>		<b>32,756</b>	<b>33,072</b>
<b>Surplus/(deficit) for the year</b>		<b>(2,857)</b>	<b>(11,528)</b>
<b>Total comprehensive result</b>		<b>(2,857)</b>	<b>(11,528)</b>

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

West Wimmera Shire Council

2024/2025 Financial Report

Balance Sheet

as at 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	10,840	8,052
Trade and other receivables	5.1	1,101	578
Prepayments	5.2	20	21
Other financial assets	5.1	17	18
Inventories	5.2	107	135
Other assets	5.2	—	17
<b>Total current assets</b>		<b>12,085</b>	<b>8,821</b>
<b>Non-current assets</b>			
Investments in associates, joint arrangements and subsidiaries	6.3	428	462
Property, infrastructure, plant and equipment	6.2	261,586	265,833
Other assets	5.2	—	1
<b>Total non-current assets</b>		<b>262,014</b>	<b>266,296</b>
<b>Total assets</b>		<b>274,099</b>	<b>275,117</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	2,141	2,997
Trust funds and deposits	5.3	605	94
Contract and other liabilities	5.3	1,360	1,102
Provisions	5.4	2,180	2,301
Interest-bearing liabilities		2,000	—
<b>Total current liabilities</b>		<b>8,286</b>	<b>6,494</b>
<b>Non-current liabilities</b>			
Provisions	5.4	299	252
<b>Total non-current liabilities</b>		<b>299</b>	<b>252</b>
<b>Total liabilities</b>		<b>8,585</b>	<b>6,746</b>
<b>Net assets</b>		<b>265,514</b>	<b>268,371</b>
<b>Equity</b>			
Accumulated surplus		33,401	36,139
Reserves	9.1	232,113	232,232
<b>Total Equity</b>		<b>265,514</b>	<b>268,371</b>

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

West Wimmera Shire Council

2024/2025 Financial Report

Statement of Changes in Equity  
for the year ended 30 June 2025

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
<b>2025</b>					
<b>Balance at beginning of the financial year</b>		268,371	36,139	229,868	2,364
<b>Surplus/(deficit) for the year</b>		(2,857)	(2,857)	–	–
<b>Total comprehensive income</b>		(2,857)	(2,857)	–	–
Transfers to other reserves	9.1	(2)	(1,409)	–	1,407
Transfers from other reserves	9.1	2	1,528	2	(1,528)
<b>Balance at end of the financial year</b>		265,514	33,401	229,870	2,243
<b>2024</b>					
<b>Balance at beginning of the financial year</b>		279,899	46,064	229,868	3,967
<b>Adjusted opening balance</b>		279,899	46,064	229,868	3,967
<b>Surplus/(deficit) for the year</b>		(11,528)	(11,528)	–	–
<b>Total comprehensive income</b>		(11,528)	(11,528)	–	–
Transfers to other reserves	9.1	(1,603)	–	–	(1,603)
Transfers from other reserves	9.1	1,603	1,603	–	–
<b>Balance at end of the financial year</b>		268,371	36,139	229,868	2,364

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

West Wimmera Shire Council

2024/2025 Financial Report

Statement of Cash Flows  
for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
<b>Cash flows from operating activities</b>			
Rates and charges		8,843	8,520
Statutory fees and fines		159	132
User fees		834	743
Grants - operating		14,933	6,254
Grants - capital		2,448	3,514
Contributions - monetary		76	26
Interest received		390	602
Trust funds and deposits taken		511	—
Other receipts		1,725	2,882
Employee costs		(11,618)	(10,766)
Materials and services		(11,340)	(12,529)
Short-term, low value and variable lease payments		(23)	(5)
Other payments		(6)	(231)
<b>Net cash used in operating activities</b>	9.2	<b>6,932</b>	<b>(858)</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.2	(6,695)	(11,774)
Proceeds from sale of property, infrastructure, plant and equipment		551	536
Payments for investments		(34)	—
Proceeds from sale of investments		35	49
<b>Net cash provided by investing activities</b>		<b>(6,143)</b>	<b>(11,189)</b>
<b>Cash flows from financing activities</b>			
Trust Funds & Other Deposits		(1)	—
Proceeds from borrowings		2,000	—
<b>Net cash flow provided by financing activities</b>		<b>1,999</b>	<b>—</b>
<b>Net Increase (decrease) in cash and cash equivalents</b>		<b>2,788</b>	<b>(12,047)</b>
Cash and cash equivalents at the beginning of the financial year		8,052	20,099
<b>Cash and cash equivalents at the end of the financial year</b>		<b>10,840</b>	<b>8,052</b>
Financing arrangements	5.5		

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

West Wimmera Shire Council

2024/2025 Financial Report

Statement of Capital Works  
for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
<b>Property</b>			
Land improvements		460	311
<b>Total land</b>		<b>460</b>	<b>311</b>
Buildings		181	1,649
<b>Total buildings</b>		<b>181</b>	<b>1,649</b>
<b>Total property</b>		<b>641</b>	<b>1,960</b>
<b>Plant and equipment</b>			
Plant, machinery and equipment		950	1,638
Fixtures, fittings and furniture		34	148
Motor Vehicles		570	257
<b>Total plant and equipment</b>		<b>1,554</b>	<b>2,043</b>
<b>Infrastructure</b>			
Roads		4,330	6,751
Bridges		20	37
Footpaths and cycleways		102	139
Drainage		–	56
Recreational, leisure and community facilities		–	73
Capital Works in Progress		–	715
Kerbs & Channels		48	–
<b>Total infrastructure</b>		<b>4,500</b>	<b>7,771</b>
<b>Total capital works expenditure</b>	6.2	<b>6,695</b>	<b>11,774</b>
<b>Represented by:</b>			
New asset expenditure		111	583
Asset renewal expenditure		5,675	10,053
Asset upgrade expenditure		909	1,138
<b>Total capital works expenditure</b>		<b>6,695</b>	<b>11,774</b>

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

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 1. Overview

---

##### Introduction

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

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

##### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

##### Accounting policy information

###### 1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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 6.2.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2.)
- the determination of employee provisions (refer to Note 5.4.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

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.

continued on next page ...

Page 11 of 58



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 1. Overview (continued)

---

**Goods and Services Tax (GST)**

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

## Note 2. Analysis of our results

### Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

#### 2.1.1 Income / Revenue and expenditure

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
<b>Income / Revenue</b>					
Rates and charges	8,942	8,936	(6)	(0.07)%	
Statutory fees and fines	150	159	9	6.00%	
User fees	779	834	55	7.06%	
Grants - operating	10,271	14,466	4,195	40.84%	1
Grants - capital	4,028	2,448	(1,580)	(39.23)%	2
Contributions - monetary	189	76	(113)	(59.79)%	3
Net gain on disposal of property, infrastructure, plant and equipment	(263)	435	698	(265.40)%	4
Other income	1,886	2,545	659	34.94%	5
<b>Total income / revenue</b>	<b>25,982</b>	<b>29,899</b>	<b>3,917</b>	<b>15.08%</b>	
<b>Expenses</b>					
Employee costs	11,385	11,544	(159)	(1.40)%	6
Materials and services	10,080	9,587	493	4.89%	7
Depreciation	8,050	10,826	(2,776)	(34.48)%	8
Borrowing costs	—	1	(1)	∞	
Share of net losses of associates and joint ventures	—	34	(34)	∞	
Other expenses	464	764	(300)	(64.66)%	7
<b>Total expenses</b>	<b>29,979</b>	<b>32,756</b>	<b>(2,777)</b>	<b>(9.26)%</b>	
<b>Surplus/(deficit) for the year</b>	<b>(3,997)</b>	<b>(2,857)</b>	<b>1,140</b>	<b>(28.52)%</b>	

continued on next page ...

Page 13 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Grants - Operating were greater than budget as Financial Assistance Grants for 2025-2026 were prepaid in 2024-2025 with a total value of 3.956m.
2.	Grants - Capital were yet to be received in 2024-2025 for the following grant projects, Local Roads and Community Infrastructure Grant Budgeted \$1.334m in 2024-2025 to be received in 2025-2026. Kaniva Recreation Reserve Grant budgeted 2024-2025 \$225k to be received in 2025-2026.
3.	Contributions - Monetary The Edenhope Recreation Reserve contribution was budgeted for \$100k in 2024-2025 but the project and contribution have been deferred to 2025-2026.
4.	Net gain on Disposal of PPE - Higher sale proceeds than budgeted for plant sold in 2024-2025.
5.	Other Income - Roadworks income received in 2024-2025 204k above budget, Interest received \$83k greater than budget.
6.	Employee Costs - Fringe Benefits Tax paid in 2024-2025 \$140k greater than budgeted.
7.	Materials and Services savings offset items costed into other expense including Audit Fees \$105k, Legal Costs \$70k, ATO \$70k, Rates & ESVF Expenses \$50k.
8.	Additional Depreciation from asset revaluation/indexation was not budgeted for in 2024-2025.

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 2.1 Performance against budget (continued)

##### 2.1.2 Capital works

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
<b>Property</b>					
Land improvements	385	460	75	19.48%	1
<b>Total land</b>	<b>385</b>	<b>460</b>	<b>75</b>	<b>19.48%</b>	
Buildings	701	181	(520)	(74.18)%	2
<b>Total buildings</b>	<b>701</b>	<b>181</b>	<b>(520)</b>	<b>(74.18)%</b>	
<b>Total property</b>	<b>1,086</b>	<b>641</b>	<b>(445)</b>	<b>(40.98)%</b>	
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,096	950	(146)	(13.32)%	3
Fixtures, fittings and furniture	23	34	11	47.83%	4
Motor Vehicles	547	570	23	4.20%	
<b>Total plant and equipment</b>	<b>1,666</b>	<b>1,554</b>	<b>(112)</b>	<b>(6.72)%</b>	
<b>Infrastructure</b>					
Roads	5,340	4,330	(1,010)	(18.91)%	5
Bridges	20	20	—	0.00%	
Footpaths and cycleways	156	102	(54)	(34.62)%	6
Drainage	12	—	(12)	(100.00)%	7
Recreational, leisure and community facilities	—	—	—	∞	
Capital Works in Progress	—	—	—	∞	
Kerbs & Channels	55	48	(7)	(12.73)%	8
<b>Total infrastructure</b>	<b>5,583</b>	<b>4,500</b>	<b>(1,083)</b>	<b>(19.40)%</b>	
<b>Total capital works expenditure</b>	<b>8,335</b>	<b>6,695</b>	<b>(1,640)</b>	<b>(19.68)%</b>	
<b>Represented by:</b>					
New asset expenditure	—	111	111	∞	
Asset renewal expenditure	7,180	5,675	(1,505)	(20.96)%	
Asset upgrade expenditure	1,155	909	(246)	(21.30)%	
<b>Total capital works expenditure</b>	<b>8,335</b>	<b>6,695</b>	<b>(1,640)</b>	<b>(19.68)%</b>	

##### (i) Explanation of material variations

###### Variance Explanation Ref

- Edenhope Fuel Tank Replacement 22k and Lake Wallace Boat Ramp 26k capitalised into Land improvements, but budgeted for in Buildings in 2024-2025.
- Edenhope Aerodrome Upgrade 344k, Kaniva Town Hall painting 70k, staff housing 50k carried forward to 2025-2026.
- Net savings on plant purchases and 42k minor plant purchases not purchased in 2024-2025.
- 11k additional spent on ICT Device and Equipment management.

continued on next page ...

Page 15 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

---

5. Roads savings and unspent for construction 490k, Reseals 132k, Shoulder Sheeting 167k, resheeting 110k, Final Seals 30k.
6. Kaniva footpaths Budjik St 54k unspent.
7. Dungey St, Kaniva 42k spent budgeted in Kerb and Channel.
8. Dungey St, Kaniva 42k spent capitalised into Drainage.

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 2.2 Analysis of Council results by program

---

##### 2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

###### **Community Services**

Community Services provides high quality community focused programs, service delivery and communication to residents. Community Services is comprised of community care, connected communities, family services, youth, early childhood care, kindergarten, health communities, leisure and recreational services and social planning and investment.

###### **Corporate Services**

Corporate Services provide management of number of shared services across various functions. Important services including Finance, Human Resource Management, Information Technology, Operational Health & Safety, Risk, Customer Services operate and are managed under Corporate Services. These services aim to deliver important objectives in effective and efficient manner for smooth operations for other functions in the Council.

###### **Development and Environmental Services**

Development and Environmental Services conducts all planning and regulatory services in the shire and includes the assessment of town / rural developments, health and local laws, planning strategy and urban growth, environmental projects, management of weeds, pests and other similar functions.

###### **Engineering**

Engineering is an important part of the Infrastructure, Development and Works Directorate and responsible for planning, design, construction, maintenance, upgrades of all assets throughout the shire. All of our critical road and infrastructure assets, building, land and land improvements, sporting and recreation facilities are managed by Engineering.

###### **Governance**

Governance provides important support of monitoring and reporting Council wide activities within legal and regulatory framework. Coordination with several State and Commonwealth reporting channels, matters relating to Councillors and Management, Periodic and adhoc reporting and to ensure that Council is in compliance with its operational mandate.

continued on next page ...

Page 17 of 58



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
<b>2025</b>					
Community Services	2,510	4,446	(1,936)	1,915	60
Corporate Services	15,462	3,059	12,403	6,884	20,966
Development and Environmental Services	619	2,144	(1,525)	51	120
Engineering	11,288	21,395	(10,107)	8,064	248,207
Governance	20	1,712	(1,692)	–	4,746
<b>Total functions and activities</b>	<b>29,899</b>	<b>32,756</b>	<b>(2,857)</b>	<b>16,914</b>	<b>274,099</b>
<b>2024</b>					
Community Services	2,614	3,754	(1,140)	2,039	5
Corporate Services	9,618	6,242	3,376	222	22,413
Development and Environmental Services	696	1,011	(315)	496	16
Engineering	8,616	21,800	(13,184)	6,325	248,850
Governance	–	221	(221)	–	3,833
<b>Total functions and activities</b>	<b>21,544</b>	<b>33,028</b>	<b>(11,484)</b>	<b>9,082</b>	<b>275,117</b>

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 3. Funding for the delivery of our services

	2025	2024
	\$ '000	\$ '000

##### 3.1 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 its current market value determined by Valuer General Victoria.

The valuation base used to calculate general rates for 2024/25 was \$ 6,254 million (2023/24: \$ 6,194 million).

General rates	7,640	7,421
Municipal charge	506	491
Waste management charge	792	700
Supplementary rates and rate adjustments	3	12
Pensioner Concessions	(5)	(19)
<b>Total rates and charges</b>	<b>8,936</b>	<b>8,605</b>

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

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

##### 3.2 Statutory fees and fines

Regulatory Services	58	60
Town planning fees	39	30
Land information certificates	7	5
Permits	55	37
<b>Total statutory fees and fines</b>	<b>159</b>	<b>132</b>

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

##### 3.3 User fees

Aged and health services	189	186
Child care/children's programs	324	299
Waste management services	119	80
Other fees and charges	202	178
<b>Total user fees</b>	<b>834</b>	<b>743</b>

##### User fees by timing of revenue recognition

User fees recognised at a point in time	834	743
<b>Total user fees</b>	<b>834</b>	<b>743</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

continued on next page ...

Page 19 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 3. Funding for the delivery of our services (continued)

	2025	2024
	\$ '000	\$ '000

#### 3.4 Funding from other levels of government

Grants were received in respect of the following:

##### Summary of grants

Commonwealth funded grants	14,126	3,821
State funded grants	2,788	5,261
<b>Total grants received</b>	<b>16,914</b>	<b>9,082</b>

##### (a) Operating Grants

##### **Recurrent - Commonwealth Government**

Financial Assistance Grants	11,388	—
Other	121	641
Commonwealth Home Support Programme	348	—

##### **Recurrent - State Government**

Aged care	61	215
School crossing supervisors	8	8
Community Support	41	65
Maternal and child health	407	443
Recreation	—	3
Regulatory Services	91	94
Preschool Operating	885	907
Youth Initiatives	88	86
Immunisations	—	—
Other	66	108
<b>Total recurrent operating grants</b>	<b>13,504</b>	<b>2,570</b>

##### **Non-recurrent - Commonwealth Government**

Other	—	344
-------	---	-----

##### **Non-recurrent - State Government**

Other	15	1
Economic Development	—	52
Waste Management Funding	—	17
Apsley Netball Tennis Court Upgrade	56	—
Harrow & District Recreation Reserve	299	—
Kaniva Recreation Reserve	261	—
West Wimmera Cabins	191	649
Preschools	43	—
Infrastructure	97	1,603
Council Flood Support	—	332
<b>Total non-recurrent operating grants</b>	<b>962</b>	<b>2,998</b>

##### **Total operating grants**

<b>14,466</b>	<b>5,568</b>
---------------	--------------

continued on next page ...

Page 20 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	1,957	1,528
Local Roads & Community Infrastructure Projects	112	964
<b>Total recurrent capital grants</b>	<u>2,069</u>	<u>2,492</u>
<b>Non-recurrent - Commonwealth Government</b>		
Heavy Vehicle Safety & Productivity Program	200	–
Other	–	344
<b>Non-recurrent - State Government</b>		
Other	179	678
<b>Total non-recurrent capital grants</b>	<u>379</u>	<u>1,022</u>
<b>Total capital grants</b>	<u>2,448</u>	<u>3,514</u>

#### (c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

<b>Income recognised under AASB 1058 Income of Not-for-Profit Entities</b>		
General purpose	13,659	5,261
Other specific purpose grants	2,448	3,172
<b>Revenue recognised under AASB 15 Revenue from Contracts with Customers</b>		
Specific purpose grants	807	649
	<u>16,914</u>	<u>9,082</u>

continued on next page ...

Page 21 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025	2024
	\$ '000	\$ '000
<b>(d) Unspent grants received on condition that they be spent in a specific manner:</b>		
<b>Operating</b>		
Balance at start of year	686	7,262
Received during the financial year and remained unspent at balance date	910	561
Received in prior years and spent during the financial year	(686)	(7,137)
<b>Balance at year end</b>	<b>910</b>	<b>686</b>
<b>Capital</b>		
Balance at start of year	–	16
Received during the financial year and remained unspent at balance date	243	–
Received in prior years and spent during the financial year	–	(16)
<b>Balance at year end</b>	<b>243</b>	<b>–</b>

Unspent grants are determined and disclosed on a cash basis.

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
<b>3.5 Contributions</b>		
<b>Monetary contributions</b>		
Monetary	76	26
<b>Total monetary contributions</b>	<b>76</b>	<b>26</b>
<b>Total contributions</b>	<b>76</b>	<b>26</b>

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

#### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

<b>Property, infrastructure, plant and equipment</b>		
Proceeds of sale	551	536
Written down value of assets disposed	(116)	(244)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>435</b>	<b>292</b>
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>435</b>	<b>292</b>

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

#### 3.7 Other income

Interest	390	602
Reimbursements - Roads	1,360	1,751
Reimbursements - Other	233	12
Insurance / Workcover	215	127
Rent	84	52
Fuel Tax Refund	37	16
Other	226	104
<b>Total other income</b>	<b>2,545</b>	<b>2,664</b>

Interest is recognised as it is earned.

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.



## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements for the year ended 30 June 2025

#### Note 4. The cost of delivering services

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

#### 4.1 Employee costs

##### (a) Employee costs

Wages and salaries	8,696	8,069
WorkCover	423	339
Superannuation	1,095	1,044
Fringe benefits tax	173	30
Other	1,157	1,205
<b>Total employee costs</b>	<b>11,544</b>	<b>10,687</b>

##### (b) Superannuation

Council made contributions to the following funds:

##### Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	46	27
	<b>46</b>	<b>27</b>

##### Accumulation funds

Employer contributions - other funds	1,049	1,017
	<b>1,049</b>	<b>1,017</b>
Employer contributions payable at reporting date	89	173
<b>Total superannuation costs</b>	<b>1,095</b>	<b>1,044</b>

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

#### 4.2 Materials and services

Contract payments	4,360	8,331
General maintenance	82	74
Utilities	415	433
Office administration	44	14
Information technology	766	463
Insurance	446	1,008
Consultants	824	877
Expenses from short term leases	23	5
Materials and Services	2,254	2,160
Plant and equipment maintenance	373	464
<b>Total materials and services</b>	<b>9,587</b>	<b>13,829</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

continued on next page ...

Page 24 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
<b>4.3 Depreciation</b>		
<b>Property</b>		
Land improvements	267	266
Heritage buildings	–	2
Buildings - specialised	1,060	1,021
Buildings - non specialised	–	38
<b>Total depreciation - property</b>	<b>1,327</b>	<b>1,327</b>
<b>Plant and equipment</b>		
Plant machinery and equipment	905	969
Fixtures fittings and furniture	98	93
Motor Vehicles	157	181
<b>Total depreciation - plant and equipment</b>	<b>1,160</b>	<b>1,243</b>
<b>Infrastructure</b>		
Roads	7,870	5,020
Bridges	50	49
Footways and cycleways	103	103
Drainage	183	178
Kerbs & Channels	133	132
<b>Total depreciation - infrastructure</b>	<b>8,339</b>	<b>5,482</b>
<b>Total depreciation</b>	<b>10,826</b>	<b>8,052</b>

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

#### 4.4 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	75	44
Auditors' remuneration - Internal Audit	24	13
Councillors' allowances	223	211
Operating Rental Leases	12	11
Community Grants	205	118
Administration, Banking and Legal Costs	225	107
<b>Total other expenses</b>	<b>764</b>	<b>504</b>

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
<b>Current</b>		
Cash on hand	1	1
Cash at bank	10,839	6,544
Term deposits	–	1,507
<b>Total cash and cash equivalents</b>	<b>10,840</b>	<b>8,052</b>
<b>(b) Other financial assets</b>		
<b>Current</b>		
Other	17	18
<b>Total current other financial assets</b>	<b>17</b>	<b>18</b>
<b>Total cash and cash equivalents and other financial assets</b>	<b>10,857</b>	<b>8,070</b>

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

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

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
<b>(c) Trade &amp; Other Receivables</b>		
<b>Current</b>		
Rates debtors	418	325
Other debtors	697	321
Allowance for expected credit loss	(14)	(68)
<b>Total current trade and other receivables</b>	<b>1,101</b>	<b>578</b>
<b>Total trade and other receivables</b>	<b>1,101</b>	<b>578</b>

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	680	115
Past due by up to 30 days	2	115
Past due between 31 and 180 days	7	15
Past due between 181 and 365 days	3	63
Past due by more than 1 year	5	13
<b>Total trade and other receivables</b>	<b>697</b>	<b>321</b>

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$ 14k (2024: \$ 68k) were impaired. Council has completed a detailed assessment into quality of these debtors and they individually have been impaired as a result of their doubtful collection.

Past due between 31 and 180 days	6	—
Past due between 181 and 365 days	3	—
Past due by more than 1 year	5	—
<b>Total trade and other receivables</b>	<b>14</b>	<b>—</b>

continued on next page ...

Page 27 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

5.2 Non-financial assets

(a) Inventories

Current

Inventories held for distribution	107	135
<b>Total current inventories</b>	<b>107</b>	<b>135</b>

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.

(b) Other assets

Current

Other	–	17
<b>Total current other assets</b>	<b>–</b>	<b>17</b>

Prepayments	20	21
<b>Total current Prepayments</b>	<b>20</b>	<b>21</b>

Non-current

Other	–	1
<b>Total non-current other assets</b>	<b>–</b>	<b>1</b>

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	897	2,803
Accrued expenses	149	48
Payroll / Entitlements Payable	919	216
Superannuation Payable	89	173
Net GST / FBT payable	83	(243)
Other	4	–
<b>Total current trade and other payables</b>	<b>2,141</b>	<b>2,997</b>

(b) Trust funds and deposits

Current

Refundable deposits	436	–
Fire services levy	169	94
<b>Total current trust funds and deposits</b>	<b>605</b>	<b>94</b>

continued on next page ...

Page 28 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000
<b>(c) Contract and other liabilities</b>		
<b>Contract liabilities</b>		
<b>Current</b>		
<b>Grants received in advance:</b>		
Grants received in advance - operating	1,153	686
<b>Total grants received in advance</b>	<b>1,153</b>	<b>686</b>
<b>Total current contract liabilities</b>	<b>1,153</b>	<b>686</b>
<b>Other liabilities</b>		
<b>Current</b>		
Retention on Contracts	207	416
<b>Total current other liabilities</b>	<b>207</b>	<b>416</b>
<b>Total current contract and other liabilities</b>	<b>1,360</b>	<b>1,102</b>

*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. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

*Contract liabilities*  
Contract liabilities reflect grants received in advance and are subject to AASB 1058 and will be recognised as income upon successful completion of liked projects. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

*Other liabilities*  
Other Liabilities include retention money held against contracts which are subject to successful completion and quality assurance in accordance with the relevant contracts. Other liabilities also include community contributions towards community projects which are subject to successful funding application and final delivery of the projects and will be recognised upon completion of the projects.

**Purpose and nature of items**  
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.



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	Annual Leave \$ '000	Long Service Leave \$ '000	Rostered Days Off \$ '000	Time in Lieu \$ '000	Total \$ '000
<b>5.4 Provisions</b>					
<b>2025</b>					
Balance at the beginning of the financial year	1,058	1,380	64	51	2,553
Additional provisions	458	206	129	49	842
Amounts used	(643)	(70)	(145)	(58)	(916)
<b>Balance at the end of the financial year</b>	<b>873</b>	<b>1,516</b>	<b>48</b>	<b>42</b>	<b>2,479</b>
<b>Provisions</b>					
Provisions - current	873	1,217	48	42	2,180
Provisions - non-current	–	299	–	–	299
<b>Total Provisions</b>	<b>873</b>	<b>1,516</b>	<b>48</b>	<b>42</b>	<b>2,479</b>
<b>2024</b>					
Balance at the beginning of the financial year	1,084	1,457	54	37	2,632
Additional provisions	668	95	136	72	971
Amounts used	(694)	(172)	(126)	(58)	(1,050)
<b>Balance at the end of the financial year</b>	<b>1,058</b>	<b>1,380</b>	<b>64</b>	<b>51</b>	<b>2,553</b>
<b>Provisions</b>					
Provisions - current	1,058	1,128	64	51	2,301
Provisions - non-current	–	252	–	–	252
<b>Total Provisions</b>	<b>1,058</b>	<b>1,380</b>	<b>64</b>	<b>51</b>	<b>2,553</b>
				<b>2025</b>	<b>2024</b>
				<b>\$ '000</b>	<b>\$ '000</b>

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	230	740
Long service leave	1,147	336
Rostered Days Off	48	64
Time in Lieu	42	51
	<b>1,467</b>	<b>1,191</b>

Current provisions expected to be wholly settled after 12 months

Annual leave	643	318
Long service leave	70	792
	<b>713</b>	<b>1,110</b>

Total current employee provisions

2,180 2,301

Non-Current

Long service leave	299	252
<b>Total Non-Current Employee Provisions</b>	<b>299</b>	<b>252</b>

continued on next page ...

Page 30 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
Aggregate Carrying Amount of Employee Provisions:		
Current	2,180	2,301
Non-current	299	252
<b>Total Aggregate Carrying Amount of Employee Provisions</b>	<b>2,479</b>	<b>2,553</b>

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

##### *Annual leave*

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

Key assumptions:

- discount rate	3.30%	4.20%
- index rate	2.50%	4.10%

#### 5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Bank overdraft	2,000	2,000
Credit card facilities	26	16
<b>Total Facilities</b>	<b>2,026</b>	<b>2,016</b>
Used facilities	4	7
<b>Used facilities</b>	<b>4</b>	<b>7</b>
<b>Unused facilities</b>	<b>2,022</b>	<b>2,009</b>

continued on next page ...

Page 31 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 5. Investing in and financing our operations (continued)

##### 5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

##### (a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>2025</b>					
<b>Operating</b>					
Kaniva Caravan Park / Swimming Pool Maintenance	350	350	—	—	700
Waste / Recyclables Collection	813	813	1,288	1,288	4,202
Street Cleaning Services - Edenhope	6	—	—	—	6
IT Support & Management Services	173	—	—	—	173
Building Control Services	660	660	—	—	1,320
<b>Total</b>	<b>2,002</b>	<b>1,823</b>	<b>1,288</b>	<b>1,288</b>	<b>6,401</b>
<b>2024</b>					
<b>Operating</b>					
Kaniva Caravan Park / Swimming Pool Maintenance	350	350	350	—	1,050
Cleaning of Council buildings	106	112	—	—	218
Waste / Recyclables Collection	535	541	573	—	1,649
Town Maintenance - Kaniva	71	75	—	—	146
Town Maintenance - Edenhope	112	119	—	—	231
Street Cleaning Services - Kaniva	68	73	5	—	146
Street Cleaning Services - Edenhope	138	138	138	—	414
IT Support & Management Services	225	239	—	—	464
Goroke Swimming Pool	93	93	—	—	186
Edenhope Swimming Pool	137	145	—	—	282
<b>Total</b>	<b>1,835</b>	<b>1,885</b>	<b>1,066</b>	<b>—</b>	<b>4,786</b>

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 6. Assets we manage

---

6.1 Non-current assets classified as "held for sale"

There are no reportable Non current assets classified as held for sale

continued on next page ...

Page 33 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2024 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2025 \$ '000
Property	24,827	640	–	–	–	(1,327)	–	501	24,641
Plant and equipment	4,538	1,553	–	–	(115)	(1,160)	–	(4)	4,812
Infrastructure	235,753	4,501	–	–	–	(8,339)	–	59	231,974
Work in progress	715	159	–	–	–	–	–	(715)	159
<b>Total</b>	<b>265,833</b>	<b>6,853</b>	<b>–</b>	<b>–</b>	<b>(115)</b>	<b>(10,826)</b>	<b>–</b>	<b>(159)</b>	<b>261,586</b>

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	521	120	–	(521)	120
Plant and equipment	–	4	–	–	4
Infrastructure	194	35	–	(194)	35
<b>Total</b>	<b>715</b>	<b>159</b>	<b>–</b>	<b>(715)</b>	<b>159</b>

continued on next page ...

Page 34 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land improve- ments \$ '000	Total land and land improve- ments \$ '000	Heritage buildings \$ '000	Buildings \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total property \$ '000
<b>Property</b>									
At fair value 1 July 2024	864	4,881	5,745	180	58,845	59,025	571	571	65,341
Accumulated depreciation at 1 July 2024	–	(2,439)	(2,439)	(155)	(37,349)	(37,504)	–	–	(39,943)
	<b>864</b>	<b>2,442</b>	<b>3,306</b>	<b>25</b>	<b>21,496</b>	<b>21,521</b>	<b>571</b>	<b>571</b>	<b>25,398</b>
<b>Movements in fair value</b>									
Additions	–	460	460	–	181	181	120	120	761
Contributions	–	–	–	–	–	–	–	–	–
Revaluation	–	–	–	–	–	–	–	–	–
Disposal	–	–	–	–	–	–	–	–	–
Write-off	–	–	–	–	–	–	–	–	–
Transfers	–	(67)	(67)	(180)	748	568	(571)	(571)	(70)
Impairment losses recognised in operating result	–	–	–	–	–	–	–	–	–
	<b>–</b>	<b>393</b>	<b>393</b>	<b>(180)</b>	<b>929</b>	<b>749</b>	<b>(451)</b>	<b>(451)</b>	<b>691</b>
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	–	(267)	(267)	–	(1,060)	(1,060)	–	–	(1,327)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–	–
Impairment losses recognised in operating result	–	–	–	–	–	–	–	–	–
Transfers	–	–	–	155	(155)	–	–	–	–
	<b>–</b>	<b>(267)</b>	<b>(267)</b>	<b>155</b>	<b>(1,215)</b>	<b>(1,060)</b>	<b>–</b>	<b>–</b>	<b>(1,327)</b>
At fair value 30 June 2025	864	5,274	6,138	–	59,774	59,774	120	120	66,032
Accumulated depreciation at 30 June 2025	–	(2,707)	(2,707)	–	(38,564)	(38,564)	–	–	(41,271)
<b>Carrying amount</b>	<b>864</b>	<b>2,567</b>	<b>3,431</b>	<b>–</b>	<b>21,210</b>	<b>21,210</b>	<b>120</b>	<b>120</b>	<b>24,761</b>

continued on next page ...

Page 35 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Motor Vehicles \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
<b>Plant and Equipment</b>						
At fair value 1 July 2024	10,956	1,936	961	13,853	–	13,853
Accumulated depreciation at 1 July 2024	(7,377)	(1,611)	(327)	(9,315)	–	(9,315)
	<b>3,579</b>	<b>325</b>	<b>634</b>	<b>4,538</b>	<b>–</b>	<b>4,538</b>
<b>Movements in fair value</b>						
Additions	950	34	569	1,553	4	1,557
Contributions	–	–	–	–	–	–
Revaluation	–	–	–	–	–	–
Disposal	(495)	–	(257)	(752)	–	(752)
Write-off	–	–	–	–	–	–
Transfers	(4)	–	–	(4)	–	(4)
Impairment losses recognised in operating result	–	–	–	–	–	–
	<b>451</b>	<b>34</b>	<b>312</b>	<b>797</b>	<b>4</b>	<b>801</b>
<b>Movements in accumulated depreciation</b>						
Depreciation and amortisation	(905)	(98)	(157)	(1,160)	–	(1,160)
Accumulated depreciation of disposals	486	–	151	637	–	637
Impairment losses recognised in operating result	–	–	–	–	–	–
Transfers	–	–	–	–	–	–
	<b>(419)</b>	<b>(98)</b>	<b>(6)</b>	<b>(523)</b>	<b>–</b>	<b>(523)</b>
At fair value 30 June 2025	11,407	1,970	1,273	14,650	4	14,654
Accumulated depreciation at 30 June 2025	(7,796)	(1,709)	(333)	(9,838)	–	(9,838)
<b>Carrying amount</b>	<b>3,611</b>	<b>261</b>	<b>940</b>	<b>4,812</b>	<b>4</b>	<b>4,816</b>

continued on next page ...

Page 36 of 58



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Kerbs & Channels \$ '000	Total \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total infra- structure \$ '000
<b>Infrastructure</b>									
At fair value 1 July 2024	326,347	4,535	5,151	15,990	9,083	361,106	144	144	361,250
Accumulated depreciation at 1 July 2024	(108,212)	(2,112)	(1,225)	(10,310)	(3,494)	(125,353)	–	–	(125,353)
	<b>218,135</b>	<b>2,423</b>	<b>3,926</b>	<b>5,680</b>	<b>5,589</b>	<b>235,753</b>	<b>144</b>	<b>144</b>	<b>235,897</b>
<b>Movements in fair value</b>									
Additions	4,330	20	102	–	48	4,500	35	35	4,535
Revaluation	–	–	–	–	–	–	–	–	–
Disposal	–	–	–	–	–	–	–	–	–
Transfers	82	–	(19)	–	(4)	59	–	–	59
Impairment losses recognised in operating result	–	–	–	–	–	–	–	–	–
	<b>4,412</b>	<b>20</b>	<b>83</b>	<b>–</b>	<b>44</b>	<b>4,559</b>	<b>35</b>	<b>35</b>	<b>4,594</b>
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	(7,870)	(50)	(103)	(183)	(133)	(8,339)	–	–	(8,339)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–	–
Accumulated depreciation on revaluation	–	–	–	–	–	–	–	–	–
Impairment losses recognised in operating result	–	–	–	–	–	–	–	–	–
Transfers	–	–	–	–	–	–	(144)	(144)	(144)
	<b>(7,870)</b>	<b>(50)</b>	<b>(103)</b>	<b>(183)</b>	<b>(133)</b>	<b>(8,339)</b>	<b>(144)</b>	<b>(144)</b>	<b>(8,483)</b>
At fair value 30 June 2025	330,759	4,555	5,234	15,990	9,128	365,666	35	35	365,701
Accumulated depreciation at 30 June 2025	(116,082)	(2,162)	(1,328)	(10,493)	(3,627)	(133,692)	–	–	(133,692)
<b>Carrying amount</b>	<b>214,677</b>	<b>2,393</b>	<b>3,906</b>	<b>5,497</b>	<b>5,501</b>	<b>231,974</b>	<b>35</b>	<b>35</b>	<b>232,009</b>

continued on next page ...

Page 37 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

##### *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. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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 have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	<b>Depreciation Period years</b>	<b>Threshold Limit \$ '000</b>
<b>Asset recognition thresholds and depreciation periods</b>		
<b>Land and land improvements</b>		
land		5
land improvements	6 - 50 years	5
<b>Buildings</b>		
buildings	30 - 120 years	5
building and leasehold improvements	30 - 120 years	5
<b>Plant and Equipment</b>		
plant, machinery and equipment	3 - 10 years	1
others	3 - 10 years	1
<b>Infrastructure</b>		
roads - pavements, substructure, formation and earthworks	17 - 75 years	5
roads - kerb, channel and minor culverts and other	75 years	5
bridges - deck and substructure	75 years	5
bridges - others	50 - 70 years	5
footpaths and cycleways	35 - 80 years	5
others	25 - 50 years	5

##### *Depreciation and amortisation*

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

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

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

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

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

##### *Repairs and maintenance*

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.

##### *Valuation of land and buildings*

continued on next page ...

Page 38 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Valuation of land and buildings were undertaken by a qualified independent valuer Sandy Muir BE (Civil) Grad Dip AM, MIEAust, APEC Engineer, IntPE (Aus) from Australian Geographic Information Systems (AGIS). 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 unserved) 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 Council's Buildings and Structures have been assessed for their condition and age for revaluation during this financial year. This valuation has been conducted by an independent accredited professional valuer and the impact of revaluation has been incorporated in this years financial statements. Any surplus arising as part of this revaluation has been reflected in the relevant asset valuation reserves.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Specialised land	—	864	—	Nov/22	Full
Land improvements	—	—	2,567	Nov/22	Full
Buildings	—	—	21,210	Nov/22	Full
<b>Total</b>	<b>—</b>	<b>864</b>	<b>23,777</b>		

Valuation of Infrastructure

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation. Council has engaged licensed valuer Peter Moloney MIEAust from Moloney Asset Management Systems for detailed condition assessment and valuation of its infrastructure assets. The condition assessment phase has been completed and a detailed valuation report will be completed during FY 2025-26.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	214,677	Jun/23	Unit Rate Index
Bridges	—	—	2,393	Jun/23	Unit Rate Index
Footpaths and cycleways	—	—	3,906	Jun/23	Unit Rate Index
Drainage	—	—	5,497	Jun/23	Unit Rate Index
Kerbs & Channel	—	—	5,501	Jun/23	Unit Rate Index
<b>Total</b>	<b>—</b>	<b>—</b>	<b>231,974</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 30% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently Council records no land under roads.

**Specialised buildings** are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$350 to \$1700 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 40 years to 60 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

	2025 \$ '000	2024 \$ '000
<b>Reconciliation of specialised land</b>		
Municipal Office Land	90	90
Community Services Land	88	73
Infrastructure and Works Operations Land	177	113
Recreational and Sundry Council Land	509	500
<b>Total specialised land</b>	<b>864</b>	<b>776</b>

continued on next page ...

Page 40 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

#### 6.3 Investments in associates, joint arrangements and subsidiaries

##### (a) Investments in associates

Investments in associates and joint arrangements accounted for by the equity method are:

Wimmera Regional Library Corporation	298	298
Wimmera Southern Mallee Development Limited (formerly Wimmera Development Association)	130	164
<b>Total investments in associates and joint arrangements</b>	<b>428</b>	<b>462</b>

##### Wimmera Regional Library Corporation

Wimmera Regional Library Corporation provides and manages library services across regional areas. As part of strategic change, Wimmera Regional Library Corporation is under dissolution and the provision of library services is currently being managed by Horsham Rural City Council.

Council's investment in the Wimmera Regional Library Corporation is based on the equity method of accounting. <sup>1</sup>

##### Fair value of Council's investment in Wimmera Regional Library Corporation

29.27%	29.27%
<b>298</b>	<b>298</b>

##### Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	—	3
Reported surplus(deficit) for year	—	10
Transfers (to) from reserves	—	(59)
<b>Council's share of accumulated surplus(deficit) at end of year</b>	<b>—</b>	<b>(46)</b>

##### Council's share of reserves

Change in equity share apportionment	—	—
<b>Council's share of reserves at end of year</b>	<b>—</b>	<b>—</b>

##### Movement in carrying value of specific investment

Carrying value of investment at start of year	298	354
Share of surplus(deficit) for year	—	(56)
Change in equity share apportionment	—	—
<b>Carrying value of investment at end of year</b>	<b>298</b>	<b>298</b>

(1) The dissolution of Wimmera Regional Library Corporation is in progress and during the year, the Library services were provided and managed Horsham Rural City Council and there has been a quarterly payment made to Horsham Rural City Council in accordance with a Service and Funding Agreement signed between Horsham Rural City Council and West Wimmera Shire Council.

continued on next page ...

Page 41 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

	2025 \$ '000	2024 \$ '000
<b>Wimmera Southern Mallee Development Limited (formerly Wimmera Development Association)</b>		
Wimmera Southern Mallee Development Limited works with communities, industries and all levels of governments to enable growth, remove barriers and build resilience and sustainability across the Wimmera Southern Mallee region. The regional encompasses Horsham Rural City and the Buloke, Hindmarsh, Northern Grampians, West Wimmera and Yarriambiack Shires.		
Council's investment in the Wimmera Southern Mallee Development Limited (formerly Wimmera Development Association) is based on the equity method of accounting.	8.39%	6.89%
<b>Fair value of Council's investment in Wimmera Southern Mallee Development Limited (formerly Wimmera Development Association)</b>	<b>130</b>	<b>164</b>
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus(deficit) at start of year	164	154
Reported deficit for year	(34)	(10)
<b>Council's share of accumulated surplus(deficit) at end of year</b>	<b>130</b>	<b>144</b>
<b>Council's share of reserves</b>		
Council's share of reserves at start of year	21	21
Transfers (to) from reserves	11	—
<b>Council's share of reserves at end of year</b>	<b>32</b>	<b>21</b>
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	164	174
Share of deficit for year	(34)	(10)
<b>Carrying value of investment at end of year</b>	<b>130</b>	<b>164</b>

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

continued on next page ...

Page 42 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

##### (b) Asset Management Committees

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.

The Council is the Asset Management Committee for the Edenhope, Goroke and Kaniva Cemeteries. The assets and liabilities of the Committees have been included in Council's financial statement and are summarised below:

	2025 \$ '000	2024 \$ '000
<b>Edenhope Cemetery</b>		
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	57	43
<b>Total Current assets</b>	<b>57</b>	<b>43</b>
<b>Net assets</b>	<b>57</b>	<b>43</b>
<b>Income</b>		
Fees and Charges	78	66
<b>Total Income</b>	<b>78</b>	<b>66</b>
<b>Expenses</b>		
Other Materials & Services	36	63
<b>Total Expenses</b>	<b>36</b>	<b>63</b>
<b>Surplus(Loss) for period</b>	<b>42</b>	<b>3</b>
<b>Summarised Statement of Cash Flows</b>		
Net cash provided by / (used in) operating activities	42	3
<b>Goroke Cemetery</b>		
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	15	36
<b>Total Current assets</b>	<b>15</b>	<b>36</b>
<b>Net assets</b>	<b>15</b>	<b>36</b>
<b>Income</b>		
Fees and Charges	21	23
<b>Total Income</b>	<b>21</b>	<b>23</b>
<b>Expenses</b>		
Other Materials & Services	41	11
<b>Total Expenses</b>	<b>41</b>	<b>11</b>
<b>Surplus(Loss) for period</b>	<b>(20)</b>	<b>12</b>
<b>Summarised Statement of Cash Flows</b>		
Net cash provided by / (used in) operating activities	(20)	12

continued on next page ...

Page 43 of 58



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	2025 \$ '000	2024 \$ '000
<b>Kaniva Cemetery</b>		
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	136	131
<b>Total Current assets</b>	<b>136</b>	<b>131</b>
<b>Net Assets</b>	<b>136</b>	<b>131</b>
<b>Income</b>		
Fees and Charges	37	55
<b>Total Income</b>	<b>37</b>	<b>55</b>
<b>Expenses</b>		
Other Materials & Services	40	41
<b>Total Expenses</b>	<b>40</b>	<b>41</b>
<b>Surplus(Loss) for period</b>	<b>(3)</b>	<b>14</b>
<b>Summarised Statement of Cash Flows</b>		
Net cash provided by / (used in) operating activities	(3)	10
<b>Net Increase / (Decrease) in Cash and Cash Equivalents</b>	<b>(3)</b>	<b>14</b>

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

*Parent entity*  
West Wimmera Shire Council is the parent entity.

*Subsidiaries and Associates*  
Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of West Wimmera Shire Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors	Mayor Tim Meyer Cr. Jodie Pretlove Cr. Richard Hicks Cr. Tom Houlihan Cr. Helen Hobbs (commenced 7th November 2024) Cr. Bruce Meyer (ceased 26th October 2024) Chief Executive Officer David Bezuidenhout Director Infrastructure Development & Works Brendan Pearce Director Corporate & Community Services Dalton Burns (commenced 2 June 2025) Director Corporate & Community Services James Bentley (ceased 23 April 2025)
-------------	---

	2025 No.	2024 No.
Total Number of Councillors	6	5
Total of Chief Executive Officer and other Key Management Personnel	4	3
Total Number of Key Management Personnel	10	8

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 7. People and relationships (continued)

##### (c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	842	676
Other long-term employee benefits	—	69
<b>Total</b>	<b>842</b>	<b>745</b>

	2025 No.	2024 No.
--	-------------	-------------

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

<b>\$1 - \$9,999</b>	2	—
<b>\$10,000 - \$19,999</b>	1	1
<b>\$20,000 - \$29,999</b>	1	1
<b>\$30,000 - \$39,999</b>	2	2
<b>\$80,000 - \$89,999</b>	1	1
<b>\$160,000 - \$169,999</b>	1	—
<b>\$170,000 - \$179,999</b>	—	2
<b>\$180,000 - \$189,999</b>	1	—
<b>\$250,000 - \$259,999</b>	—	1
<b>\$280,000 - \$289,999</b>	1	—
	<b>10</b>	<b>8</b>

continued on next page ...

Page 46 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

---

7.2 Related party disclosure

**(a) Transactions with related parties**

During the period Council has no reportable transactions with related parties.

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

There are no outstanding balances or outstanding transactions with the related parties reportable for this financial year.

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

There are no loans during this financial year between Council and related parties.

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

There are no commitments to / from related parties for this financial year.

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 8. Managing uncertainties

---

##### 8.1 Contingent assets and liabilities

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

###### (a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.  
At balance date the Council are not aware of any contingent assets.

###### (b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
  - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
  - the amount of the obligation cannot be measured with sufficient reliability.

###### Superannuation

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 below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

###### Landfill

Council does not operate a landfill site within its boundaries. There are no former licenced landfill sites within the shire.

###### Insurance claims

Council does not have any outstanding insurance claim as at 30 June 2025.

###### Legal matters

There are no known matters under litigation or a legal settlement which may result in any contingent costs to the Council.

###### MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

###### (c) Guarantees for loans to other entities

The Council has not acted as a Guarantor for any liabilities against any other entities and / or Community Groups. Therefore there is no reportable matters or any financial obligation arising in future.

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 8. Managing uncertainties (continued)

##### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

##### 8.3 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 TCV borrowings. Details of the material accounting policy information 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 the notes to the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

###### (b) Market risk

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

###### **Interest rate risk**

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

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

###### (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and

continued on next page ...

Page 49 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 8. Managing uncertainties (continued)

- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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

##### (d) Liquidity risk

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

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), 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.

All financial liabilities as presented in Note 5.3 are expected to be settled within normal terms of trade.

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

##### (e) 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 4.10%.

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.

#### 8.4 Fair value measurement

##### *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.

continued on next page ...

Page 50 of 58



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

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.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council's financial statements.

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.

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. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	3 to 5 years
Buildings	3 to 5 years
Roads	3 to 5 years
Bridges	3 to 5 years
Footpaths and cycleways	3 to 5 years
Drainage	3 to 5 years
Recreational, leisure and community facilities	3 to 5 years
Waste management	3 to 5 years
Parks, open space and streetscapes	3 to 5 years
Aerodromes	3 to 5 years
Other infrastructure	3 to 5 years

continued on next page ...

Page 51 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 8. Managing uncertainties (continued)

---

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

##### *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.

#### 8.5 Events occurring after balance date

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

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2025</b>			
<b>Property</b>			
Land and land improvements	767	—	767
Buildings	14,414	—	14,414
	<b>15,181</b>	<b>—</b>	<b>15,181</b>
<b>Infrastructure</b>			
Roads	202,509	—	202,509
Bridges	517	—	517
Footpaths and cycleways	6,461	—	6,461
Drainage	4,470	—	4,470
Kerbs & Channels	732	—	732
	<b>214,689</b>	<b>—</b>	<b>214,689</b>
<b>Total asset revaluation reserves</b>	<b>229,870</b>	<b>—</b>	<b>229,870</b>
<b>2024</b>			
<b>Property</b>			
Land and land improvements	767	—	767
Buildings	14,414	—	14,414
	<b>15,181</b>	<b>—</b>	<b>15,181</b>
<b>Infrastructure</b>			
Roads	202,509	—	202,509
Bridges	517	—	517
Footpaths and cycleways	6,461	—	6,461
Drainage	4,470	—	4,470
Kerbs & Channels	732	—	732
	<b>214,689</b>	<b>—</b>	<b>214,689</b>
<b>Total asset revaluation reserves</b>	<b>229,870</b>	<b>—</b>	<b>229,870</b>

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

continued on next page ...

Page 53 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 9. Other matters (continued)

	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>2025</b>				
<b>Restricted reserves</b>				
Plant replacement	771	–	(771)	–
Quarry restoration	121	–	–	121
Capital improvement	323	–	(323)	–
Rates revaluation	399	–	(399)	–
Elections	35	–	(35)	–
Carried Forward project Reserve	715	1,164	–	1,879
Unspent Grants	–	243	–	243
<b>Total Other reserves</b>	<b>2,364</b>	<b>1,407</b>	<b>(1,528)</b>	<b>2,243</b>
<b>2024</b>				
<b>Restricted reserves</b>				
Plant replacement	771	–	–	771
Quarry restoration	121	–	–	121
Capital improvement	323	–	–	323
Rates revaluation	399	–	–	399
Elections	35	–	–	35
Carried Forward project Reserve	2,318	–	(1,603)	715
<b>Total restricted reserves</b>	<b>3,967</b>	<b>–</b>	<b>(1,603)</b>	<b>2,364</b>
<b>Total Other reserves</b>	<b>3,967</b>	<b>–</b>	<b>(1,603)</b>	<b>2,364</b>

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

The Plant Replacement is funded by the Plant Operating Surplus and is maintained to replace all major items of Plant and Equipment but excludes utility and fleet replacements.

The Quarry Restoration Reserve was generated via a charge against the sale price of quarry stocks that was retained to restore the quarry sites to natural levels once quarrying has ceased. There have been no further charges (other than nominal interest) generated for this reserve since the 1997/98 financial year as the retained reserve is considered adequate to undertake restoration works.

Capital Improvement Reserve is generated via transfers from Surplus Funds from time to time as determined by Council for use on any significant capital infrastructure projects.

Rates Revaluation Reserve provides funds to undertake each property revaluation for rating purposes every two years.

The Elections Reserve provides funds to undertake Council Elections every 4th year. The scheduled Victorian Council Elections during 2024-25 will result in additional reserves created during the next budget.

The Carried Forward Projects Reserve provides for all budgeted amounts which have not been spent as at 30 June and which are required to be carried forward to the next financial year and are not budgeted in the next financial year.

continued on next page ...

Page 54 of 58

## West Wimmera Shire Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 9. Other matters (continued)

	2025 \$ '000	2024 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	(2,857)	(11,528)
<b>Non-cash adjustments:</b>		
Depreciation/amortisation	10,826	8,052
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(435)	(292)
Net share of net profits of associates and joint ventures	34	—
Amounts disclosed in financing activities	1	—
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(523)	520
(Increase)/decrease in inventories	28	6
(Increase)/decrease in prepayments	1	215
Increase/(decrease) in contract assets	—	215
Increase/(decrease) in other assets	18	(18)
Increase/(decrease) in trade and other payables	(856)	949
Increase/(decrease) in provisions	(74)	(79)
(Decrease)/increase in other liabilities	511	—
(Decrease)/increase in contract and other liabilities	258	1,102
<b>Net cash provided by/(used in) operating activities</b>	<b>6,932</b>	<b>(858)</b>

#### 9.3 Superannuation

Council makes all 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 category, Vision MySuper/Vision Super Saver, receives 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 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%))

##### 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 [Employer name] 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 2024, 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 as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa  
Salary information 3.5% pa

continued on next page ...

Page 55 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 9. Other matters (continued)

Price inflation (CPI) 2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 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

(a) Regular contributions

On the basis of the results of the 2024 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 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

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.

(b) 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 98% from 26 July 2024 (previously 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.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim)	2023 (Triennial)
	\$m	\$m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6

continued on next page ...

Page 56 of 58

West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 9. Other matters (continued)

- A discounted accrued benefits surplus	156.7	141.9
---	-------	-------

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 2024.

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 as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of these investigations were:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50% pa	2.5% pa for two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 \$ '000	2024 \$ '000
Vision Super	Defined benefits	11.5% (2024:11.0%)	20	54
Vision Super	Accumulation	11.5% (2024:11.0%)	404	420
Other Super Funds	Accumulation	11.5% (2024:11.0%)	671	612

The outstanding contributions to be paid for the year ending 30 June 2025 were as follows Vision Super \$14,483.00 other super funds \$55,089.75.

Note 10. Changes in accounting policies

continued on next page ...

Page 57 of 58



West Wimmera Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 10. Changes in accounting policies (continued)

---

There have been no changes to accounting policies in the 2024-25 year.

# Performance Statement

For the year ended 30 June 2025



# Table of Contents

Certification of the performance statement	101
Victorian Auditor-General’s Office audit report	102
Description of municipality	103
Section 2. Service performance indicators	104
Section 3. Financial performance indicators	105
Section 4. Sustainable capacity indicators	106
Basis of preparation	107
Definitions	108

## Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

**Jason Cay Bachelor of Commerce and CPA**

**Principal Accounting Officer**

**Dated: 17 September 2025**

In our opinion, the accompanying performance statement of the West Wimmera Shire Council for the year ended 30 June 2025 presents fairly the results of council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

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 2020 to certify this performance statement in its final form.

---

Cr Tim Meyer

Mayor

Dated: 17 September 2025

---

Councillor Jodie Pretlove

Deputy Mayor

Dated: 17 September 2025

---

David Bezuidenhout

Chief Executive Officer

Dated: 17 September 2025

## VAGO'S REPORT TO BE INSERTED FOLLOWING APPROVAL

## Description of municipality

West Wimmera Shire is located in the western part of Victoria, adjacent to South Australia's border. It spans an extensive area of approximately 9,200 square kilometres, encompassing a diverse landscape that includes rich agricultural land, significant water bodies, numerous State and National Parks and vibrant small communities. Just over 4000 residents call West Wimmera home.

Key townships include Apsley, Edenhope, Goroke, Harrow and Kaniva, each with their own unique attractions and character. The shire's economy is primarily driven by agriculture, with broadacre cropping and livestock farming being the main industry. The Shire is known for high quality grain, wool, and meat significantly contributing to Victoria's agricultural output. Additionally, the region has a growing interest in tourism, with visitors attracted to its natural and untouched beauty, historical sites, outdoor activities, and silo art.

## Operational summary

In 2024-25, Council maintained strong performance across key indicators, ensuring sustainable service delivery for the community. Council successfully delivered a capital works program of \$6.695 million, including \$4.456 million on Council-owned assets and \$2.239 million on other community assets. This investment reflects Council's commitment to enhancing community wellbeing, providing healthy sporting and recreational opportunities.

Council has consistently supported business and economic development, fulfilling its service performance goals and receiving positive feedback on service quality from residents and ratepayers. A proactive approach to maintaining critical roads and infrastructure has ensured safer, more reliable assets for the community.



PERFORMANCE STATEMENT (ANNUAL REPORT INSERT)

Section 2 - Service Performance Indicators

For the year ended 30 June 2025

Service / Indicator / Measure (Formula)	Results					Comment
	2022 Actual	2023 Actual	2024 Actual	2025 Target as per budget	2025 Actual	
<b>Acoustic Facilities</b>						
<b>Utilisation</b> Utilisation of acoustic facilities (Number of visits to acoustic facilities / Municipal population)	3.06	2.91	3.41	WA	2.87	Visits to the Ederhope and Kinnia pools were down 210% from 2023-24 as these pools had a delayed opening due to the changing of contractors at the last minute. Before opening, contractors had to acquire appropriate insurance and engage lifeguards. The Goroke pool attendances increased by 99% as it was open the full season.
<b>Animal Management</b> <b>Health and safety</b> Animal management prosecutions (Number of successful animal management prosecutions / Number of animal management prosecutions) x 100	0%	0%	0%	WA	0%	
<b>Food Safety</b> <b>Health and safety</b> 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	0.00%	0.00%	108.00%	WA	108.00%	
<b>Governance</b> <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)	54	54	56	-	56	
<b>Libraries</b> <b>Participation</b> Library membership (Number of registered library members / Population) x100	49.6A	49.6A	23.37%	WA	24.02%	
<b>Maternal and Child Health (MCH)</b> <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	88.83%	93.10%	101.00%	WA	77.24%	There has been a decrease in number of enrolled clients from previous year
<b>Participation in the MCH service by Aboriginal children</b> (Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service) x100	100.00%	100.00%	0.00%	WA	100.00%	
<b>Roads</b> <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	99.83%	100.00%	100.00%	-	100.00%	
<b>Statutory Planning</b> <b>Service standard</b> Planning applications decided within required time frames (Number of regular planning application decisions made within 60 days) / (Number of Victorian planning application decisions made within 10 days) / Number of planning application decisions made) x100	83.33%	80.85%	82.50%	-	87.50%	Council engaged new planning consultants in July 2024, this has seen an increase in the speed that applications are reviewed and processed
<b>Waste Management</b> <b>Waste diversion</b> 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	20.43%	19.98%	12.87%	-	15.71%	The increase in kerbside waste diverted from landfill is likely due to greater participation by residents in the Container Deposit Scheme and other recycling programs.



PERFORMANCE STATEMENT (ANNUAL REPORT INSERT)

Section 3 - Financial Performance Indicators

For the year ended 30 June 2025

Dimension / Indicator / Measure (if usual)	Results				Forecasts				Material Variations and Comments	
	2022	2023	2024	2025	2026	2027	2028	2029		
	Actual	Actual	Actual	Target to per budget	Actual	Forecast	Forecast	Forecast	Forecast	
<b>Efficiency</b>										
<b>Expenditure level</b>										
Expenses per property assessment (Total expenses / Number of property assessments)	\$5,106.20	\$6,046.40	\$6,319.75	\$4,897.39	\$6,864.53	\$6,143.22	\$6,020.34	\$6,215.96	\$6,816.02	
<b>Revenue level</b>										
Average rate per property assessment (Sum of all general rates and municipal charges / Number of property assessments)	\$1,495.60	\$1,528.00	\$1,660.17	N/A	\$1,706.74	\$1,760.33	\$1,813.14	\$1,867.53	\$1,923.36	
<b>Liquidity</b>										
<b>Working capital</b>										
Current assets compared to current liabilities (Current assets / Current liabilities) x100	506.82%	470.82%	136.76%	426.00%	145.93%	142.22%	159.71%	174.29%	165.93%	Current ratio of 445.93% is consistent if Council's Long Term Financial Plan and the target benchmark of 426% is no longer applicable.
<b>Unrestricted cash</b>										
Unrestricted cash compared to current liabilities (Unrestricted cash / Current liabilities) x100	476.49%	407.31%	109.49%	N/A	130.82%	128.53%	144.96%	159.29%	173.73%	
<b>Obligations</b>										
<b>Loans and borrowings</b>										
Loans and borrowings compared to rates (Interest bearing loans and borrowings / Rate revenue) x100	0.00%	0.00%	0.00%	N/A	22.27%	37.90%	31.54%	25.52%	19.82%	\$2 million of borrowings were taken out during 2024-2025 to cover cash requirements until grant funding for completed projects is received.
<b>Loans and borrowings repayments compared to rates</b>										
Interest and principal repayments on interest bearing loans and borrowings / Rate revenue x100	0.00%	0.00%	0.00%	N/A	0.00%	6.28%	6.51%	6.76%	6.91%	
<b>Indebtedness</b>										
Non-current liabilities compared to own source revenue (Non-current liabilities / Own source revenue) x100	1.73%	1.64%	2.03%	N/A	2.32%	11.35%	20.90%	21.11%	16.52%	Non-current liabilities has remained consistent, own source revenue was down in 2024-2025 as external grants funding increased in 2024-2025.
<b>Asset renewal and upgrade</b>										
Asset renewal and upgrade compared to depreciation (Asset renewal and asset upgrade expense / Asset depreciation) x100	58.57%	60.71%	125.49%	96.73%	60.62%	37.70%	50.96%	40.09%	36.62%	A significant increase in depreciation in 2024-2025 has decreased the % of overall asset renewal.
<b>Operating position</b>										
<b>Adjusted underlying result</b>										
Adjusted underlying surplus (or deficit) (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x100	2.78%	3.40%	-49.94%	N/A	-11.25%	19.71%	30.67%	16.67%	17.59%	There was a significant improvement in the adjusted underlying result in 2024-2025 as Council focuses on improved financial sustainability.
<b>Stability</b>										
<b>Rate concentration</b>										
Rate revenue compared to adjusted underlying revenue (Rate revenue / Adjusted underlying revenue) x100	30.71%	26.32%	42.17%	36.52%	30.50%	25.31%	22.90%	27.08%	27.19%	Commonwealth Financial Assistance Grant payments have been unevenly paid between the 2023-24, 2024-25 and 2025-26 financial years resulting in year-to-year variances in total revenue received.
<b>Rate relief</b>										
Rate revenue compared to property values (Rate revenue / Capital improved value of rateable properties in the municipality) x100	0.22%	0.19%	0.14%	N/A	0.19%	0.18%	0.16%	0.16%	0.16%	

PERFORMANCE STATEMENT (ANNUAL REPORT INSERT)

Section 4 - Sustainable Capacity Indicators

For the year ended 30 June 2024

Indicator / Measure (Formula)	Results				Comment
	2022	2023	2024	2025	
<b>Population</b>					
<i>Expenses per head of municipal population</i> (Total expenses / Municipal population)	\$6,808.27	\$7,546.68	\$8,367.66	\$8,371.07	
<i>Infrastructure per head of municipal population</i> (Value of infrastructure / Municipal population)	\$50,227.47	\$72,115.58	\$67,370.96	\$66,850.50	
<i>Population density per length of road</i> (Municipal population / Kilometres of local roads)	1.36	1.46	1.39	1.42	
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> (Own-source revenue / Municipal population)	\$2,806.40	\$2,999.50	\$3,162.73	\$3,299.00	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> (Recurrent grants / Municipal population)	\$3,380.53	\$3,791.31	\$1,266.55	\$3,979.81	Commonwealth Financial Assistance Grant payments have been unevenly paid between the 2023-24, 2024-25 and 2025-26 financial years resulting in year-to-year variances in total grants received.
<b>Disadvantage</b>					
<i>Relative Socio-Economic Disadvantage</i> (Index of Relative Socio-Economic Disadvantage by decile)	5.00	5.00	5.00	5.00	
<b>Workforce turnover</b>					
<i>Percentage of staff turnover</i> (Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x100	10.7%	15.8%	20.93%	17.2%	

# Notes to the Accounts

## 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, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

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 or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

The Local Government (Planning and Reporting) Regulations 2020 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.

## Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> <li>· non-recurrent grants used to fund capital expenditure; and</li> <li>· non-monetary asset contributions; and</li> <li>· contributions to fund capital expenditure from sources other than those referred to above</li> </ul>
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
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
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
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
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the Food Act 1984
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
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
non-current liabilities	means all liabilities other than current liabilities
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
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, 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
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Edenhope Customer Service Office  
49 Elizabeth Street, Edenhope Victoria 3318  
Kaniva Customer Service Office  
25 Baker Street, Kaniva Victoria 3419  
Postal address  
PO Box 201, Edenhope Victoria 3318

Office hours  
Monday to Friday, 8.30am - 5.00pm

---

West Wimmera Shire Council  
13 99 72 | [council@westwimmera.vic.gov.au](mailto:council@westwimmera.vic.gov.au)

   
[westwimmera.vic.gov.au](https://www.westwimmera.vic.gov.au)



## 6 Corporate and Community Services

### 6.1 Long Term Financial Plan

*Directorate: Corporate and Community Services*

*Report Author: Chief Financial Officer*

*Report Purpose: For Decision*

#### **Purpose**

West Wimmera Shire Council (Council) is required under the Local Government Act 2020 to have in place by 31 October 2025, a Community Vision, 4 year Council Plan (including the Health and Wellbeing Plan) and Long Term Financial Plan.

#### **OFFICER RECOMMENDATION:**

**That Council adopt the Long-Term Financial Plan.**

#### **Declaration of Interest**

No officer declared an interest under the Local Government Act 2020 (LGA 2020) in the preparation of this report.

#### **Background**

Council's planning framework comprises the key plans that guide Council's work and decision making and connects the long-term community needs and aspirations. The Community Vision, 4-year Council Plan (including the Health and Wellbeing Plan) and Long Term Financial Plan are key documents of the planning framework.

The Long Term Financial Plan defines the broad financial framework for Council over the next ten years. Assumptions underpinning the Plan are transparent and the decisions that need to be made to resource the services and capital works outlined in the Council Plan are made clear.

To prepare the Community Vision, Council Plan and Long Term Financial Plan, Council has undertaken an extensive and integrated engagement process. The Local Government Act 2020 requires Council to develop or review the Community Vision, Council Plan, Financial Plan, and an Asset Plan in accordance with its Community Engagement Policy. Council adopted a Community Engagement Policy on 17 February 2021 which sets out how Council will involve the community in making decisions and planning for the future.



Following Council's adoption, the draft Plan was placed on public exhibition from 18 September 2025 until 9 October 2025 for any final comments and also a deliberative panel to meet and review the document.

The council received two submissions to the online portal in response to the LTFP. One response provided general feedback on ensuring the efficient use of resources, encouraging internally undertaking tasks rather than the use of contractors where possible. The second response acknowledged that the LTFP was conservative in its approach.

The community panel was held on October 6, 2025 with 5 community members in attendance. The panel workshop reviewed the Council's LTFP, focusing on the challenges of sustaining essential services across a large rural area with limited and uncertain funding sources. Participants recognised the need for strong advocacy to secure non-contributory grants and greater government recognition of the unique pressures facing small rural councils, particularly under 'city-centric' policies like waste management mandates and rate capping. The panel supported Council's regional collaboration and strategic advocacy ahead of the 2026 State Election. The panel was supportive of borrowing for growth-oriented projects such as housing and agricultural ventures if opportunities were available. They also encouraged local contractor engagement, prudent asset management, and exploring models from successful regional centers. Overall, the workshop affirmed the panels support for Council's proactive, collaborative, and innovative financial strategies to ensure long-term sustainability and regional prosperity.

### **Risk Management Implications**

Risk identified: Financial risk  
Regulatory risk  
Reputation risk

### **Legislative Implications**

The report complies with the requirements of the:  
Local Government Act 2020

### **Environmental Implications**

Not applicable

### **Financial and Budgetary Implications**

The financial risk rating has been assessed as: Medium

### **Policy Implications**





This report is supported by the following West Wimmera Shire Council Policy/s:

Community Engagement Policy

### **Council Plan Implications**

This report supports the following sections of the West Wimmera Shire Council Plan 2021 – 2025:

#### ***Goal 4 – Good Governance***

- 4.1 Ensure long term financial sustainability.
- 4.2 Engage with the community in a timely and respectful way.
- 4.4 Develop a high performing accountable organisation.
- 4.5 Maintain a rigorous risk management framework.

### **Communication Implications**

Consultation has already been undertaken in development of the plans

### **Gender Equality**

No Equal Impact Assessment is required

### **Conclusion**

Council has prepared the Long-Term Financial Plan in accordance with the *Local Government Act 2020* for Council to consider.

### **Attachments**

1. Long- Term- Financial- Plan-202526-203435 [6.1.1 - 21 pages]

# LONG TERM FINANCIAL PLAN

## 2025/26 - 2034/35



LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

---

# TABLE OF CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Purpose</b>	<b>3</b>
<b>Scope</b>	<b>3</b>
<b>Objectives</b>	<b>3</b>
<b>Community Engagement</b>	<b>3</b>
<b>Link to Council's Planning Framework</b>	<b>4</b>
<b>Executive Summary</b>	<b>5</b>
<b>Projected Comprehensive Income Statement</b>	<b>6</b>
<b>Projected Comprehensive Income Statement Commentary</b>	<b>7</b>
<b>Projected Balance Sheet</b>	<b>12</b>
<b>Projected Balance Sheet Commentary</b>	<b>13</b>
<b>Projected Cash Flow Statement</b>	<b>14</b>
<b>Projected Cash Flow Statement Commentary</b>	<b>15</b>
<b>Projected Statement of Capital Works</b>	<b>16</b>
<b>Projected Statement of Capital Works Commentary</b>	<b>17</b>
<b>Projected Statement of Human Resources</b>	<b>18</b>
<b>Key Financial Indicators</b>	<b>19</b>

**LONG TERM FINANCIAL PLAN 2025/26 - 2034/35**

# INTRODUCTION

Council has developed a Long Term Financial Plan to provide the financial management framework upon which sound financial decisions are made. Section 91 of the Local Government Act 2020 requires Council to develop, adopt and keep in force a Long Term Financial Plan.

## PURPOSE

The Long-Term Financial Plan (the Financial Plan) is a high-level, informing strategy.

The purpose of the Financial Plan is to;

- Aid in decision-making for West Wimmera Shire Council's approach to delivering infrastructure and services to the community in a financially sustainable manner.
- Establish a framework for the next 10 years to plan for the achievement of the goals and objectives outlined in the Council Plan.
- To assess and plan for the financial sustainability of Council into the future.

## SCOPE

In accordance with section 91(2) of the Act, the scope of the Financial Plan is for a period of 10 financial years. The Financial Plan covers the years 2025/26 to 2034/35.

A range of conservative assumptions and estimates have been used in projecting Council's long-term financial position. These assumptions are outlined in further sections of the document. The plan will be reviewed and updated annually to reflect the current circumstances of Council.

## OBJECTIVES

The Financial Plan objectives include:

- To ensure Council maintains a sound financial position whilst meeting the service needs of the community now and into the future.
- To enable adequate investment in capital works and meet the asset renewal requirements of Council's infrastructure as outlined in asset management planning.
- To meet the financial requirements of the goals, objectives and initiatives outlined in the Council Plan.

## COMMUNITY ENGAGEMENT

In accordance with section 55(1)(g) of the Local Government Act 2020, the Financial Plan has been developed using deliberative engagement principles consistent with Council's Community Engagement Policy.

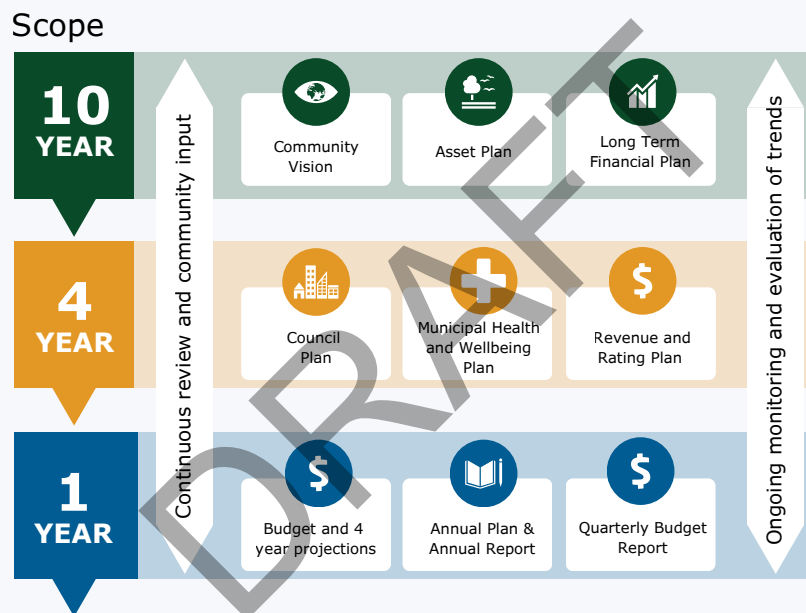
Community consultation has been conducted in conjunction with the development of the Council Plan 2025-2029 to ensure a strong link between Council's strategic objectives, community vision and the Financial Plan.



LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## LINK BETWEEN THE LONG TERM FINANCIAL PLAN AND COUNCIL'S PLANNING FRAMEWORK

Council's planning framework comprises the key plans that guide our work and decision making and connects the long term community needs and aspirations. The Council Plan is aligned with the 2041 Community Vision. The purpose of the Financial Plan is to ensure the financial sustainability of West Wimmera Shire Council and to provide the appropriate level of resources to meet Council's future needs in providing services, infrastructure and facilities to the community.



### Community Vision

The Community Vision describes the community's main priorities and aspirations over the next 20 years.



### Long Term Financial Plan

The Financial Plan defines the broad financial framework for Council over the next ten years. The Financial Plan identifies council's current and projected financial capacity to continue delivering services, facilities and infrastructure to the community, whilst maintaining sound financial management principles.

LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## EXECUTIVE SUMMARY

The Financial Plan will guide the future strategies and actions of Council to ensure that it continues to operate in a sustainable manner. It is not intended to specifically indicate what services/proposals Council should allocate funds to, rather it identifies Council's current and projected financial capacity to continue delivering high quality services, facilities and infrastructure, whilst operating within its means.

The financial forecast is for Council to be in a balanced financial position for the year ended 30 June 2026, with net assets of \$276.65 million, including \$6.19 million in cash. Of this balance, approximately \$5 million is restricted or subject to intended allocations, leaving an unrestricted cash balance of around \$1.19 million. In applying the assumptions detailed in this document, the Financial Plan forecasts continuing modest cash surpluses to steadily improve Council's long-term financial sustainability and to meet demand for services and infrastructure. With further borrowings conservatively forecast in 2026 financial year to be repaid over the following 5 years.

As outlined in the below projected financial statements, Council is forecasting a continued operating deficit over the life of the Financial Plan. Conservative assumptions have been made with regards to non-recurrent grant funding as these can fluctuate greatly and are largely unknown from year to year.

This Financial Plan highlights the ongoing challenges facing Council into the future. With a very low rates effort when compared with other Councils and the current rate-capping environment, Council's ability to raise own-source revenue is limited. Therefore, external funding for both operational and capital requirements remain vitally important for the future sustainability of Council. In accordance with the Revenue and Rating Plan, Council will continue to actively seek external funding from all available avenues. Council will also continue to focus on improving operating efficiencies in business operations.

Council's largest asset class is our infrastructure and road network, and it is integral to long-term sustainability that Council continues to meet renewal demands of these assets in accordance with asset management plans. Community support and assistance remains Council's top priority.

LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## PROJECTED COMPREHENSIVE INCOME STATEMENT

For the 10 years ending 30 June 2035

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	8,942	9,215	9,427	9,645	9,867	10,096	10,330	10,570	10,816	11,068	11,327
Statutory fees and fines	150	172	175	179	183	186	190	194	198	202	206
User fees	779	596	608	620	632	645	658	671	685	698	712
Grants - Operating	10,271	10,619	10,831	11,048	11,269	11,494	11,724	11,959	12,198	12,442	12,691
Grants - Capital	4,028	4,007	4,087	4,169	4,252	4,337	4,424	4,513	4,603	4,695	4,789
Contributions - monetary	189	302	302	302	302	302	302	302	302	302	302
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(263)	115	227	227	227	227	227	227	227	227	227
Other income	1,886	1,428	1,428	1,428	1,428	1,428	1,428	1,428	1,428	1,428	1,428
<b>Total Income</b>	<b>25,982</b>	<b>26,454</b>	<b>27,086</b>	<b>27,617</b>	<b>28,161</b>	<b>28,716</b>	<b>29,283</b>	<b>29,863</b>	<b>30,456</b>	<b>31,062</b>	<b>31,681</b>
<b>Expenses</b>											
Employee costs	(11,385)	(11,071)	(11,536)	(11,882)	(12,238)	(12,604)	(12,981)	(13,370)	(13,770)	(14,183)	(14,607)
Materials and services	(10,080)	(9,047)	(9,273)	(9,505)	(9,743)	(9,986)	(10,236)	(10,492)	(10,754)	(11,023)	(11,298)
Depreciation	(8,050)	(8,369)	(8,400)	(8,610)	(8,825)	(9,046)	(9,272)	(9,504)	(9,741)	(9,985)	(10,235)
Borrowing costs	-	(80)	(32)	(25)	(18)	(11)	(4)	0	0	0	0
Other expenses	(464)	(730)	(748)	(767)	(786)	(806)	(826)	(847)	(868)	(889)	(912)
<b>Total Expenses</b>	<b>(29,979)</b>	<b>(29,297)</b>	<b>(29,990)</b>	<b>(30,789)</b>	<b>(31,610)</b>	<b>(32,453)</b>	<b>(33,319)</b>	<b>(34,212)</b>	<b>(35,134)</b>	<b>(36,080)</b>	<b>(37,052)</b>
<b>Surplus/(deficit) for the year</b>	<b>(3,997)</b>	<b>(2,843)</b>	<b>(2,904)</b>	<b>(3,171)</b>	<b>(3,449)</b>	<b>(3,737)</b>	<b>(4,036)</b>	<b>(4,349)</b>	<b>(4,678)</b>	<b>(5,018)</b>	<b>(5,371)</b>
<b>Other comprehensive income</b>											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment /(decrement)	5,555	10,296	-	-	-	-	-	-	-	-	-
<b>Total comprehensive result</b>	<b>1,558</b>	<b>7,453</b>	<b>(2,904)</b>	<b>(3,171)</b>	<b>(3,449)</b>	<b>(3,737)</b>	<b>(4,036)</b>	<b>(4,349)</b>	<b>(4,678)</b>	<b>(5,018)</b>	<b>(5,371)</b>



## PROJECTED COMPREHENSIVE INCOME STATEMENT COMMENTARY

This section outlines the various components of the Projected Comprehensive Income Statement and the financial assumptions which have been used in the development of the Financial Plan.

### INCOME

#### Rates and Charges

Rates and Charges income is the amount that Council will receive as a result of property rates and kerbside waste and recycling collection charges. The Victorian State Government introduced the Fair Go Rates System in 2017 which stipulates Councils must adhere to an annual rate cap unless they receive an exemption from the Minister. The annual rate cap for 2025/26 was 3%. Council must also levy rates in accordance with its Revenue and Rating Plan.

Assumptions:

- 2.5% rate cap projected for future years
- Waste collection charges to be in line with rate increases

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rates and Charges	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

#### Statutory Fees and Fines

Statutory Fees and Fines comprise income generated for Council as a result of Federal or State legislation or Council by-laws, including planning fees, building fees and animal registrations.

Assumptions:

- 2.0% increase projected for future years

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Statutory Fees and Fines	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

**LONG TERM FINANCIAL PLAN 2025/26 - 2034/35**

**User Fees**

User Fees comprise income in relation to the provision of Council services and facilities, including venue hire, fees and waste transfer station fees.

Assumptions:

- 2.0% increase projected for future years

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
User Fees	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

**Grants - Operating**

Operating Grants are Federal and State Government grants received for operational purposes. To be considered recurrent, the grant funding agreement must be for a term greater than two years. Included within this category is the Grants Commission Financial Assistance funding, Commonwealth Home Support Program funding and funding for aged care, maternal health, children's services and other funding for various Council services. The majority of Council's operating grants are recurrent (meaning the funding is for a period of at least 2 years).

Assumptions:

- Operating Grants are projected to increase at 2% each year for future years

**Grants - Capital**

Capital Grants are those received by Federal and State Government, along with other funding bodies for the purpose of capital works/projects, such as the Roads to Recovery Program funding. As most capital funding programs are non-recurrent, Council traditionally sees significant fluctuations in capital funding levels from year-to-year and uncertainty around future funding availability presents a challenge for financial forecasting.

Assumptions:

- Capital Grants are projected to increase at 2% each year for future years

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Grants - Operating	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Grants - Capital	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

**LONG TERM FINANCIAL PLAN 2025/26 - 2034/35**

**Contributions - Monetary**

Contributions are funds received by Council from community groups, funding bodies and other sources generally in relation to contributions towards specific projects.

Assumptions:

- An escalation factor of 2.5% has been applied to monetary contributions for the period of the Financial Plan

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Contributions - Monetary	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

**Net Gain (Loss) on Sale of Property, Infrastructure, Plant & Equipment**

Each year, Council replaces a range of vehicles and items of plant as part of a planned and ongoing replacement program. This is governed through Council's asset management strategies and policies.

Assumptions:

- No escalation factor has been applied to the net gain (loss) on sale of assets for each year

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Net gain on PPE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Other Income**

Other income comprises income that cannot be classed into the above categories, and includes items such as reimbursements, investment interest and lease income.

Assumptions:

- Other income is projected to increase at 2% has been applied for the period of the Financial Plan

Escalation factor % Increase	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Other Income	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

**LONG TERM FINANCIAL PLAN 2025/26 - 2034/35**

## EXPENSES

### Employee Costs

Employee costs include salaries, wages and other costs of employing staff such as Work Cover, superannuation, leave entitlements and Fringe Benefits Tax. Staff are integral to the successful delivery of Council's services and programs to the community. Council has an Enterprise Agreement in place which governs the annual wage increase for employees. At the time of writing this Plan, a new Enterprise Agreement was in negotiation.

Assumptions:

- 3% increase in Employee costs

Escalation factor % Increase	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Employee costs	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

### Materials and Services

Materials and services expenses comprise goods and services purchased for the general operations and activities of Council and the cost of non-recurrent operational items funded through Council's major projects budget process. Examples of Council's materials and services include contractor payments, maintenance expenditure, administration, insurance, utilities, IT services and consultants.

Assumptions:

- Materials and services is projected to increase by 2.5% each year of the Financial Plan

Escalation factor % Increase	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Materials and services	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

**LONG TERM FINANCIAL PLAN 2025/26 - 2034/35**

### Depreciation

The value of an asset decreases over time due to use, wear and tear or obsolescence. This decrease is measured as depreciation. Depreciation provides an annual allocation of the current replacement cost of Council assets over their remaining useful lives.

Assumptions:

- Depreciation is projected to increase by 2.5% each year of the Financial Plan
- It is critical that Council continues to renew existing assets in the capital works program, as failure to do so may reduce the service potential of assets and increase whole of life costs

Escalation factor % Increase	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Depreciation	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

### Other Expenses

Other expenses relate to a range of costs incurred to support the wide range of community services delivered by Council that are not classed in the above categories, such as audit fees, elected member allowances and bank fees.

Assumptions:

- Other expenses are projected to increase by 2.5% annually

Escalation factor % Increase	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Other expenses	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## PROJECTED BALANCE SHEET

For the 10 years ending 30 June 2031

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	5,250	6,195	4,886	5,123	5,294	5,249	5,109	5,370	5,343	5,225	5,009
Trade and other receivables	1,184	525	2,301	2,342	2,395	2,444	2,493	2,538	2,598	2,650	2,703
Inventories	135	135	135	135	135	135	135	135	135	135	135
<b>Total current assets</b>	<b>6,569</b>	<b>6,855</b>	<b>7,322</b>	<b>7,600</b>	<b>7,823</b>	<b>7,827</b>	<b>7,737</b>	<b>8,043</b>	<b>8,075</b>	<b>8,010</b>	<b>7,847</b>
<b>Non-current assets</b>											
Property, infrastructure, plant & equipment	271,292	278,011	274,131	270,171	265,996	261,745	257,288	252,834	248,343	243,608	238,623
<b>Total non-current assets</b>	<b>271,292</b>	<b>278,011</b>	<b>274,131</b>	<b>270,171</b>	<b>265,996</b>	<b>261,745</b>	<b>257,288</b>	<b>252,834</b>	<b>248,343</b>	<b>243,608</b>	<b>238,623</b>
<b>Total assets</b>	<b>277,861</b>	<b>284,866</b>	<b>281,453</b>	<b>277,771</b>	<b>273,819</b>	<b>269,572</b>	<b>265,025</b>	<b>260,877</b>	<b>256,418</b>	<b>251,618</b>	<b>246,470</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	2,100	1,800	1,843	1,889	1,946	2,000	2,055	2,106	2,170	2,230	2,291
Trust funds and deposits	480	180	180	180	180	180	180	180	180	180	180
Unearned income/revenue	1,416	-	-	-	-	-	-	-	-	-	-
Provisions	2,229	2,340	2,454	2,570	2,690	2,812	2,938	3,067	3,199	3,334	3,473
Interest-bearing loans and borrowings	500	500	693	700	707	714	(0)	(0)	(0)	(0)	(0)
<b>Total current liabilities</b>	<b>6,725</b>	<b>4,820</b>	<b>5,170</b>	<b>5,339</b>	<b>5,523</b>	<b>5,706</b>	<b>5,173</b>	<b>5,353</b>	<b>5,549</b>	<b>5,744</b>	<b>5,944</b>
<b>Non-current liabilities</b>											
Provisions	377	396	415	435	456	477	498	520	543	566	590
Interest-bearing loans and borrowings	1,500	3,000	2,121	1,421	714	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>1,877</b>	<b>3,396</b>	<b>2,536</b>	<b>1,856</b>	<b>1,170</b>	<b>477</b>	<b>498</b>	<b>520</b>	<b>543</b>	<b>566</b>	<b>590</b>
<b>Total liabilities</b>	<b>8,602</b>	<b>8,216</b>	<b>7,706</b>	<b>7,196</b>	<b>6,693</b>	<b>6,183</b>	<b>5,671</b>	<b>5,873</b>	<b>6,092</b>	<b>6,310</b>	<b>6,534</b>
<b>Net assets</b>	<b>269,259</b>	<b>276,650</b>	<b>273,746</b>	<b>270,575</b>	<b>267,126</b>	<b>263,389</b>	<b>259,353</b>	<b>255,004</b>	<b>250,326</b>	<b>245,308</b>	<b>239,937</b>
<b>Equity</b>											
Accumulated surplus	33,836	30,931	28,027	24,856	21,407	17,670	13,634	9,285	4,607	(411)	(5,782)
Reserves	235,423	245,719	245,719	245,719	245,719	245,719	245,719	245,719	245,719	245,719	245,719
<b>Total equity</b>	<b>269,259</b>	<b>276,650</b>	<b>273,746</b>	<b>270,575</b>	<b>267,126</b>	<b>263,389</b>	<b>259,353</b>	<b>255,004</b>	<b>250,326</b>	<b>245,308</b>	<b>239,937</b>

## PROJECTED BALANCE SHEET COMMENTARY

This section outlines the various components of the Projected Balance Sheet.

### Assets

Current assets refer to Council 'liquid' assets - cash and cash equivalents include cash held in the bank, petty cash and the value of investments in term deposits.

Trade and other receivables are monies owed to council by ratepayers and other debtors. Inventories refers to Council's stock on hand, including fuel, culverts and quarry stocks.

Other Assets includes items such as prepayments for expenses that Council had paid in advance of service delivery, and accrued income.

Investments in associates, joint arrangement and subsidiaries refers to the fair value of Council's investment in the Wimmera Library Corporation and the Wimmera Development Association.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the fair value of Council's property, infrastructure and plant assets as well as capital work in progress.

### Liabilities

Current liabilities refer to the financial obligations of Council which are due to be settled within 12 months. Trade and other payables are those to whom Council owes monies as at 30 June each year.

Trust funds and deposits refer to funds Council is holding as deposit, in trust or on behalf of another entity.

Provisions refer to future employee entitlements and include accrued long service leave, annual leave and other leave entitlements.

### Equity

Reserves contain both discretionary reserves and an asset revaluation reserve. Council maintains several discretionary reserves for which funds are allocated each year to plan for anticipated future expenditure. Council's reserves include quarry restoration, election expenditure, plant replacement, capital improvement, rates revaluation and carried-forward capital projects. The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Asset valuations are required to be considered annually and formally revalued if there is a material change.



LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## PROJECTED CASH FLOW STATEMENT

For the 10 years ending 30 June 2031

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	8,742	9,215	8,837	9,629	9,847	10,077	10,311	10,553	10,793	11,047	11,305
Statutory fees and fines	163	172	181	197	200	204	209	213	217	221	226
User fees	779	596	627	681	694	708	723	737	752	767	782
Grants - operating	10,554	9,203	10,154	11,033	11,248	11,476	11,705	11,942	12,176	12,422	12,670
Grants - capital	2,388	4,687	3,831	4,163	4,244	4,330	4,417	4,506	4,594	4,687	4,781
Contributions - monetary	189	302	302	302	302	302	302	302	302	302	302
Interest received	291	-	309	309	309	309	309	309	309	309	309
Other receipts	1,804	1,126	1,163	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261
Net GST refund / payment	1,520	932	1,110	1,244	1,270	1,308	1,336	1,383	1,430	1,459	1,487
Employee costs	(10,862)	(10,934)	(11,381)	(11,720)	(12,066)	(12,431)	(12,804)	(13,191)	(13,580)	(13,991)	(14,411)
Materials and services	(12,103)	(10,252)	(10,181)	(10,437)	(10,693)	(10,963)	(11,237)	(11,520)	(11,803)	(12,101)	(12,403)
Trust funds and deposits repaid	(29)	-	-	-	-	-	-	-	-	-	-
Other payments	(473)	(730)	(821)	(842)	(863)	(885)	(907)	(930)	(952)	(976)	(1,001)
Net cash provided by/(used in) operating activities	2,963	4,317	4,131	5,820	5,754	5,698	5,625	5,566	5,498	5,408	5,309
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(7,765)	(5,042)	(4,972)	(5,115)	(5,115)	(5,275)	(5,297)	(5,555)	(5,775)	(5,775)	(5,775)
Proceeds from sale of property, infrastructure, plant and equipment	-	250	250	250	250	250	250	250	250	250	250
Net cash provided by/(used in) investing activities	(7,765)	(4,792)	(4,722)	(4,865)	(4,865)	(5,025)	(5,047)	(5,305)	(5,525)	(5,525)	(5,525)
Cash flows from financing activities											
Finance costs	-	(80)	(32)	(25)	(18)	(11)	(4)	0	0	0	0
Proceeds from borrowings	2,000	2,000	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	(500)	(686)	(693)	(700)	(707)	(714)	-	-	-	-
Net cash provided by/(used in) financing activities	2,000	1,420	(718)	(718)	(718)	(718)	(718)	0	0	0	0
Net increase/(decrease) in cash & cash equivalents	(2,802)	945	(1,309)	237	171	(45)	(140)	261	(27)	(117)	(216)
Cash and cash equivalents at the beginning of the financial year	8,052	5,250	6,195	4,886	5,123	5,294	5,249	5,109	5,370	5,343	5,225
Cash and cash equivalents at the end of the financial year	5,250	6,195	4,886	5,123	5,294	5,249	5,109	5,370	5,343	5,225	5,009

## PROJECTED CASH FLOW STATEMENT COMMENTARY

This section outlines the various components of the Projected Cash Flow Statement.

### Net cash flows provided by/used in operating activities

Operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works.

The net cash flows from operating activities does not equal the operating result for the year, as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cashflow Statement.

### Net cash flows provided by/used in investing activities

Investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, and equipment.

### Net cash flows provided by/used in financing activities

Financing activities refers to cash generated or used in the financing of Council's functions and include borrowings from financial institutions and advancing or repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

Council does not currently have borrowings, nor does the Financial Plan propose any new borrowings.

LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## PROJECTED STATEMENT OF CAPITAL WORKS

For the 10 years ending 30 June 2031

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land improvements	-	670	600	150	150	270	270	200	300	300	300
<b>Total land</b>	-	670	600	150	150	270	270	200	300	300	300
Buildings	301	594	500	500	500	500	500	500	500	500	500
<b>Total buildings</b>	301	594	500	500	500	500	500	500	500	500	500
<b>Total property</b>	301	1,264	1,100	650	650	770	770	700	800	800	800
<b>Plant and equipment</b>											
Plant, machinery and equipment	1,643	-	300	800	750	750	750	750	750	750	750
Fixtures, fittings and furniture	23	-	-	50	50	75	75	100	100	100	100
<b>Total plant and equipment</b>	1,666	-	300	850	800	825	825	850	850	850	850
<b>Infrastructure</b>											
Roads	5,226	3,672	3,000	3,000	3,000	3,000	3,000	3,000	3,100	3,100	3,100
Bridges	20	-	-	30	30	30	50	50	50	50	50
Footpaths and cycleways	100	66	70	70	70	70	70	100	100	100	100
Drainage	12	40	50	50	50	50	50	200	200	200	200
Recreational, leisure and community facilities	385	-	-	-	-	-	-	-	-	-	-
Other infrastructure	55	-	-	-	50	50	50	150	150	150	150
<b>Total infrastructure</b>	5,798	3,778	3,120	3,150	3,200	3,200	3,220	3,500	3,600	3,600	3,600
<b>Total capital works expenditure</b>	7,765	5,042	4,520	4,650	4,650	4,795	4,815	5,050	5,250	5,250	5,250
<b>Represented by:</b>											
New asset expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	7,180	5,042	4,520	4,650	4,650	4,795	4,815	5,050	5,250	5,250	5,250
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	585	-	-	-	-	-	-	-	-	-	-
<b>Total capital works</b>	7,765	5,042	4,520	4,650	4,650	4,795	4,815	5,050	5,250	5,250	5,250

## PROJECTED STATEMENT OF CAPITAL WORKS COMMENTARY

The Financial Plan forecasts to meet 58% of the minimum renewal requirements (based on forecast depreciation) for infrastructure as outlined in the most recent revaluation and condition assessment conducted in November 2023. This report identifies the degradation curve of Council's road assets and is used for the long-term planning of renewal requirements. It is important to ensure existing assets and infrastructure are maintained at appropriate levels to service the community's needs. During this revaluation, it was noted that overall, Council's road network is in excellent condition, reflecting the significant renewal work which has been conducted by Council in prior years.

Expenditure on new and expanded assets is being driven by a number of regular programs derived from strategies and plans, including new footpaths, improved drainage and open space enhancements.

Section 92 of the Local Government Act 2020 requires Council to develop a 10-year Asset Plan for adoption by 31st October 2025. Information from the Asset Plan, in conjunction with Council's existing asset management plans, policies and strategies, will inform Council's capital expenditure priorities. In the absence of the Asset Plan at the time of developing the Financial Plan, estimates and assumptions have been made with regards to longer term projections for buildings and asset classes other than roads. Similarly, as the 2025-29 Council Plan actions and initiatives are yet to be finalised, it is assumed capital works completed in the past are reflective of future investment levels and specific projects identified in the plan will be integrated into the Financial Plan in the future.

External capital funding services include capital grants and contributions. Forecast assumptions for capital funding sources are conservative.

Council's capital works program underpins the needs and priorities as determined by Council's capital evaluation process. It is imperative that Council continue to maintain and improve asset management plans that ensure the community's levels of service are met through the delivery of efficient and effective services.



LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## PROJECTED STATEMENT OF HUMAN RESOURCES

For the 10 years ending 30 June 2031

	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Staff Expenditure</b>											
Employee costs - operating	11,385	11,071	11,536	11,882	12,238	12,604	12,981	13,370	13,770	14,183	14,607
Employee costs - capital	1,366	1,407	1,449	1,493	1,538	1,584	1,631	1,680	1,731	1,783	1,836
<b>Total staff expenditure</b>	12,751	12,478	12,986	13,375	13,775	14,188	14,613	15,050	15,501	15,965	16,444
<b>Staff Numbers</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Employees	107.0	100.2	99.7	99.7	99.7	99.7	99.7	99.7	99.7	99.7	99.7
<b>Total Staff Numbers</b>	107.0	100.2	99.7	99.7	99.7	99.7	99.7	99.7	99.7	99.7	99.7

LONG TERM FINANCIAL PLAN 2025/26 - 2034/35

## KEY FINANCIAL INDICATORS

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

		Forecast 2024/25	Budget 2025/26	Projections 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Operating position</b>												
	Adjusted underlying result	-25.2%	-17.7%	-17.6%	-18.5%	-19.3%	-20.1%	-20.9%	-21.7%	-22.6%	-23.4%	-24.3%
<b>Liquidity</b>												
	Working capital (current assets as a percentage of current liabilities)	97.7%	142.2%	141.6%	142.3%	141.6%	137.2%	149.6%	150.3%	145.5%	139.5%	132.0%
	Unrestricted cash (unrestricted cash compared to current liabilities)	70.9%	54.0%	25.0%	28.7%	30.8%	29.0%	29.3%	33.2%	31.6%	28.5%	23.9%
<b>Obligations</b>												
	Loans and borrowings (as a percentage of rate revenue)	22.4%	38.0%	29.9%	22.0%	14.4%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%
	Indebtedness (Non-current liabilities compared to own-source revenue)	16.1%	28.7%	20.8%	15.0%	9.3%	3.7%	3.8%	3.9%	4.0%	4.1%	4.2%
	Asset renewal and upgrade (compared to depreciation)	96.5%	60.2%	53.8%	54.0%	52.7%	53.0%	51.9%	53.1%	53.9%	52.6%	51.3%
<b>Stability</b>												
	Rates concentration (Rates compared to adjusted underlying revenue)	37.3%	37.0%	37.0%	37.1%	37.2%	37.3%	37.5%	37.6%	37.7%	37.9%	38.0%
	Rates effort (Rates compared to property values)	0.14%	0.15%	0.15%	0.15%	0.16%	0.16%	0.17%	0.17%	0.17%	0.18%	0.18%
<b>Efficiency</b>												
	Expenditure level (expenditure per assessment)	\$ 6,280	\$ 6,137	\$ 6,282	\$ 6,449	\$ 6,621	\$ 6,798	\$ 6,979	\$ 7,166	\$ 7,359	\$ 7,558	\$ 7,761
	Revenue level (average rate per assessment)	\$ 1,873	\$ 1,930	\$ 1,975	\$ 2,020	\$ 2,067	\$ 2,115	\$ 2,164	\$ 2,214	\$ 2,266	\$ 2,318	\$ 2,373

## KEY FINANCIAL INDICATORS COMMENTARY

### Adjusted Underlying Result

An indicator of the sustainable operating required to enable Council to continue to provide core services and meet its objectives. A steady trend projected over the long-term.

### Working Capital

The proportion of current liabilities represented by current assets. Working capital is slightly in decline due to increasing current liabilities (provisions).

### Unrestricted Cash

This indicator represents unrestricted cash as a percentage of current liabilities. Slight decrease over time projected due to slightly increasing current liabilities.

### Loans and Borrowings

Council does not currently have borrowings and none are projected in the Financial Plan.

### Indebtedness

This indicator looks at non-current liabilities as a percentage of Council's own-sourced revenue. The trend is slightly increasing over time indicating a higher rate of increase in liabilities than that of rate and other internal income.

### Asset Renewal

An indicator to demonstrate if asset renewals and upgrades are in line with annual depreciation. Long-term trend is in slight decline however it is noted that Council is still exceeding the minimum renewal requirements per asset management plans.

### Rates Concentration

Rates concentration is projected to increase slightly over time, predominantly due to no increase to capital grants being projected in years 5-10. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

### Rates Effort

This indicator shows rate revenue as a percentage of Capital Improved Value (CIV) of rateable properties. The long-range decline projected is due to the historic rise in CIV of properties significantly outweighing the increase in property rates.

### Expenditure Level

Expenditure when compared to number of property assessments is increasing over time, noting the number of property assessments is projected to remain constant for the life of the Financial Plan.

### Revenue Level

Revenue level is projected to increase over time, again, noting the number of property assessments is projected to remain constant for the life of the Financial Plan.





## CONTACT US

 [council@westwimmera.vic.gov.au](mailto:council@westwimmera.vic.gov.au)

 [www.westwimmera.vic.gov.au/](http://www.westwimmera.vic.gov.au/)

 13 WWSC (13 99 72)

## CONNECT WITH US

 [facebook.com/westwimmerashire](https://facebook.com/westwimmerashire)

 [www.instagram.com/westwimmera](https://www.instagram.com/westwimmera)



### Postal

PO Box 201 Edenhope, VIC 3318



### Kaniva

25 Baker Street, Kaniva VIC 3419



### Edenhope

49 Elizabeth Street, Edenhope, VIC 3318



## 7 Infrastructure Development and Works

### 7.1 West Wimmera Shire Council Plan 2025-2029

*Directorate: Infrastructure Development and Works*

*Report Author: Strategic Planning Coordinator*

*Report Purpose: For Decision*

#### **Purpose**

West Wimmera Shire Council (Council) is required under the *Local Government Act 2020* to have in place, by 31 October 2025, a Community Vision and a four-year Council Plan (including the Health and Wellbeing Plan and Disability Action Plan).

Following an extensive engagement process, the *West Wimmera Shire Council Plan 2025–2029* is now presented to Council for adoption.

#### **OFFICER RECOMMENDATION:**

**That Council adopt the West Wimmera Shire Council Plan 2025-2029.**

#### **Declaration of Interest**

No officer declared an interest under the Local Government Act 2020 (LGA 2020) in the preparation of this report.

#### **Background**

Council's planning framework comprises the key plans that guide its work and decision-making, connecting long-term community needs and aspirations. The Community Vision and the four-year Council Plan (which includes the Health and Wellbeing Plan and Disability Action Plan) are central documents within this framework.

The Community Vision outlines the community's main priorities and aspirations for the next 15 years.

The Council Plan, incorporating the Municipal Health and Wellbeing Plan (MHWP) and Disability Action Plan, is a key medium-term strategic plan that sets out the strategic objectives, the actions to achieve them, indicators for measuring progress, and the resources required to implement the plan over at least four years. The plan will be reviewed annually.



To prepare the Council Plan, an extensive and integrated engagement process was undertaken. This included community drop-in sessions in Serviceton, Kaniva, Goroke, Apsley, Edenhope and Harrow, a community survey, and a community deliberative engagement panel. Collectively, these engagement activities received input from more than 250 West Wimmera residents and ratepayers, with their feedback helping to shape the final documents.

The final community engagement phase, conducted over a 21-day period, provided the opportunity for further feedback on the draft Council Plan. Three formal submissions were received and presented to Council. This feedback has been considered and is reflected in the final document presented for endorsement.

### **Risk Management Implications**

Risk identified: Regulatory risk  
Reputation risk  
Strategic risk

### **Legislative Implications**

The report complies with the requirements of the:  
Local Government Act 2020  
Occupational Health and Safety Act 2004

### **Environmental Implications**

Not applicable

### **Financial and Budgetary Implications**

Not applicable

### **Policy Implications**

This report is supported by the following West Wimmera Shire Council Policy/s:

Advocacy Policy  
Community Engagement Policy

### **Council Plan Implications**

This report supports the following sections of the West Wimmera Shire Council Plan 2021 – 2025:



## **Goal 4 – Good Governance**

4.4 Develop a high performing accountable organisation.

### **Communication Implications**

Consultation has already been undertaken in development of the plans

### **Gender Equality**

An Equal Impact Assessment (as defined in the Gender Equality Act 2020) has been undertaken in relation to this matter in accordance with the Gender Equality Act (2020).

### **Conclusion**

Following an extensive consultation process with internal and external stakeholders, and careful consideration of key priorities, challenges and opportunities, Council has developed a comprehensive Council Plan to guide its strategic direction and decision-making over the next four years.

### **Attachments**

1. West Wimmera Shire Council - Council Plan 2025-2029 [7.1.1 - 47 pages]

# COUNCIL PLAN 2025-2029







## ACKNOWLEDGEMENT OF COUNTRY

West Wimmera Shire Council acknowledges the traditional custodians of the land, and pays respects to their elders, past, present and emerging.

# TABLE OF CONTENTS

## **INTRODUCTION**

About the plan	04
Message from the Mayor and CEO	05

## **ABOUT THE SHIRE 06**

Community profile	08
Key population centres	10
Our roads	12
Community groups and volunteers	13
Community vision	14
Our councillors	16
Our values	17
Our shire services	18
Community engagement	20
Council Plan consultation	21

## **ADVOCACY FOR OUR COMMUNITY 23**

## **COMMUNITY HEALTH AND WELLBEING 26**

Community Health and Wellbeing priorities	29
Disability action plan	31

## **OUR FOUR GOALS 32**

Goal 1 - Healthy, inviting and connected community	33
Goal 2 - Diverse and growing economy	37
Goal 3 - Resilient and sustainable environment	40
Goal 4 - Operational excellence	43



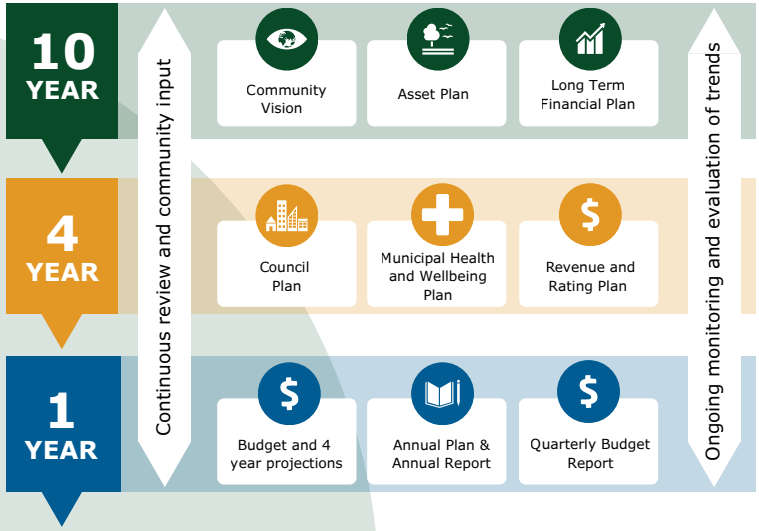
# ABOUT THE PLAN

The West Wimmera Shire Council Plan 2025-2029 is our primary strategic document, setting the direction for Council over the next four years. It also incorporates our Municipal Public Health and Wellbeing Plan, ensuring that the health and wellbeing of our community is central to everything we do.

This plan has been developed in line with the *Local Government Act 2020*, which requires all councils to prepare a Council Plan every four years. While this legislation sets the framework, the real strength of our plan comes from the voices of our community. Through extensive engagement with residents, businesses and stakeholders, the plan has been shaped to guide decision-making, allocate resources, and focus our efforts where they will have the greatest impact.

To remain responsive and accountable, the Council Plan and its indicators are reviewed annually to ensure they continue to reflect the evolving needs and opportunities of West Wimmera. Progress is reported quarterly through our Annual Plan, which provides more detail on the specific projects and initiatives being delivered each year.

Ultimately, the Council Plan is more than a statutory requirement - it is a roadmap for West Wimmera Shire. It captures our shared vision, outlines our priorities, and sets out the practical steps we will take together to achieve positive outcomes for our community now and into the future.





## MAYOR AND CEO MESSAGE

### Mayor Tim Meyer and CEO David Bezuidenhout

It is with great pride that we present the West Wimmera Shire Council Plan 2025-2029. This plan sets the direction for the next four years, outlining how Council will work with our community to respond to challenges and build a sustainable future. It reflects community aspirations and is a commitment from Council to deliver on them.

The plan has been shaped by conversations with residents, businesses, community groups and service providers across the shire. The voices of our people are at its heart, ensuring the priorities identified are grounded in local needs and values.

Over the next four years, Council will focus on strengthening the liveability, resilience and prosperity of West Wimmera. This means supporting the services and infrastructure our communities rely on every day, while also preparing for the future. From roads and recreation facilities to kindergartens, parks and libraries, our role is to maintain and improve the assets that underpin daily life.

One of our most pressing responsibilities is to maintain and improve our extensive local road network. Safe and reliable roads are essential for our farming community, for freight and logistics, and for the everyday travel needs of residents.

Council will continue to advocate for the funding needed to upgrade and maintain roads to a standard that reflects their importance to regional Victoria.

We are also focused on creating thriving and welcoming towns. Over the life of this plan, we will continue to seek funding to progress projects such as recreation facilities at Edenhope and Kaniva, swimming pool upgrades, improved community spaces and new workforce accommodation. These initiatives will provide opportunities for people of all ages, strengthen connection and help attract and retain residents.

The health, wellbeing and resilience of our community remain central. We recognise the enormous contribution of volunteers and community groups and will continue to work in partnership with them to foster a vibrant and supportive civic life. Council also plays an important role in creating opportunities for connection, participation and inclusion, helping to ensure that all residents feel valued and supported.

Environmental sustainability is another focus. West Wimmera is home to unique landscapes and biodiversity. Council will continue to improve waste and recycling, pest and weed control.

The delivery of this plan will require careful financial stewardship. Like many rural councils, we face challenges in balancing expectations with limited resources. Council will be disciplined in financial management, seek efficiencies, and pursue external funding.

We thank everyone who contributed to the development of this plan. Your input has shaped a document that is both ambitious and realistic, reflecting our shared vision for the future. With your support, West Wimmera Shire will continue to grow as a safe, connected and resilient place to live, work and visit.

**Cr Tim Meyer**  
Mayor

**David Bezuidenhout**  
Chief Executive Officer

# ABOUT WEST WIMMERA SHIRE

## Strengths

West Wimmera Shire is defined by its exceptional community spirit. This culture of giving back reflects deep community connections and a shared passion for the region's success. In the 2021 census, 37.2% of West Wimmera Shire residents were volunteers - the highest rate in Victoria. Residents are resilient, driven, and readily available to roll up their sleeves to make things happen, facilitating local events, recreational activities, or grassroots initiatives. Our sporting clubs and quality sports facilities are testament to the hard work of our local community groups. Strong community connection contributes to an overall sense of safety.

The area's rich heritage sits alongside a beautiful and diverse natural environment, which includes lakes, wetlands, desert landscapes, and vibrant biodiversity. The shire is a population destination for birdwatches, campers and those who enjoy the outdoors. These natural assets offer abundant recreational opportunities and tourism appeal.

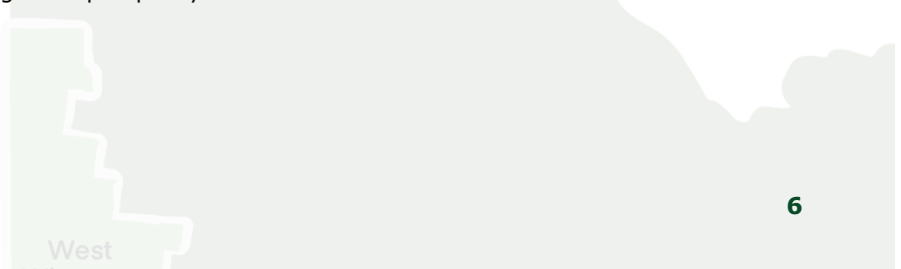
Economically, West Wimmera is supported by highly productive agricultural land producing strong grain and livestock industries underpinned by a favourable climate and good quality soils. Despite its rural setting, the shire is well-serviced for its size, with comprehensive health and wellbeing facilities, and three towns offering education from kindergarten to year 12 (two also with childcare).

## Our challenges

With an area spanning 9,200 km<sup>2</sup> and a population of 4,006, West Wimmera Shire faces a range of unique and interconnected challenges. Public transport options are limited, making it difficult for older and disabled residents to access services and connect to larger centres. Local access to GPs is limited. Health and education service providers are struggling to attract skilled staff, particularly teachers in rural schools. Housing shortages (especially rentals) and housing quality hinder population growth and our ability to attract new residents, compounded by a lack of tradespeople and essential infrastructure such as three-phase power, water, and reliable mobile coverage. This also limits the shire's ability to attract new businesses.

The shire's small and declining population, along with an ageing demographic, places pressure on community services and impacts the local rates base. Economic reliance on agriculture leaves the region vulnerable to climate variability. Employment opportunities are limited, with a majority of roles concentrated in agriculture, government, education, and health.

Community cohesion is sometimes compromised by townships competing for resources. The shire's low priority within the state, reliance on grants, and high delivery costs further restricts capacity to meet community expectations. Variable road conditions and water security add to these pressures, underscoring the need for strategic investment, stronger infrastructure, and a coordinated approach to long-term prosperity.

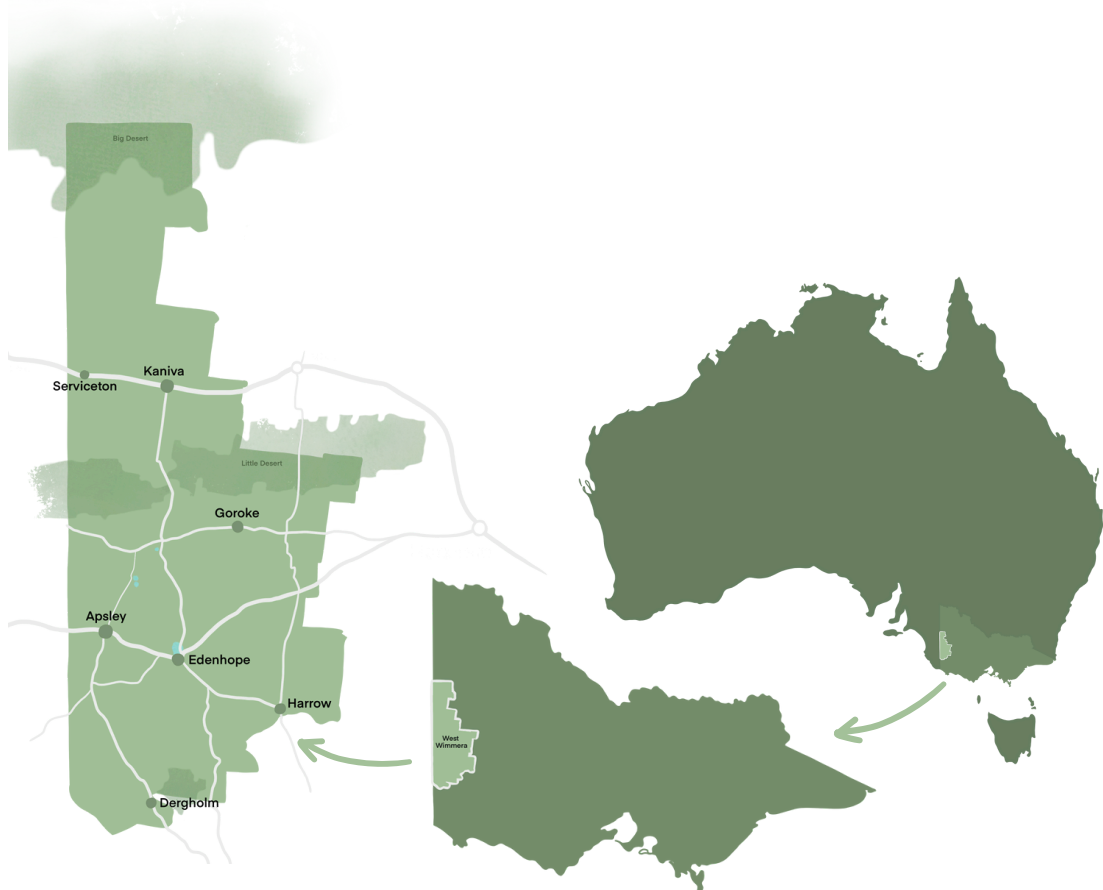


## Our operating environment

West Wimmera Shire operates within a complex and shifting operating environment shaped by political, economic, environmental, and social forces. State and federal policies sometimes lack alignment with rural needs. Limited investment in regional communities, rate capping, and cost shifting place added strain on council resources. The Emergency Services and Volunteers Fund (ESVF), prescriptive waste legislation, and increasing compliance and governance requirements add operational challenges for the shire.

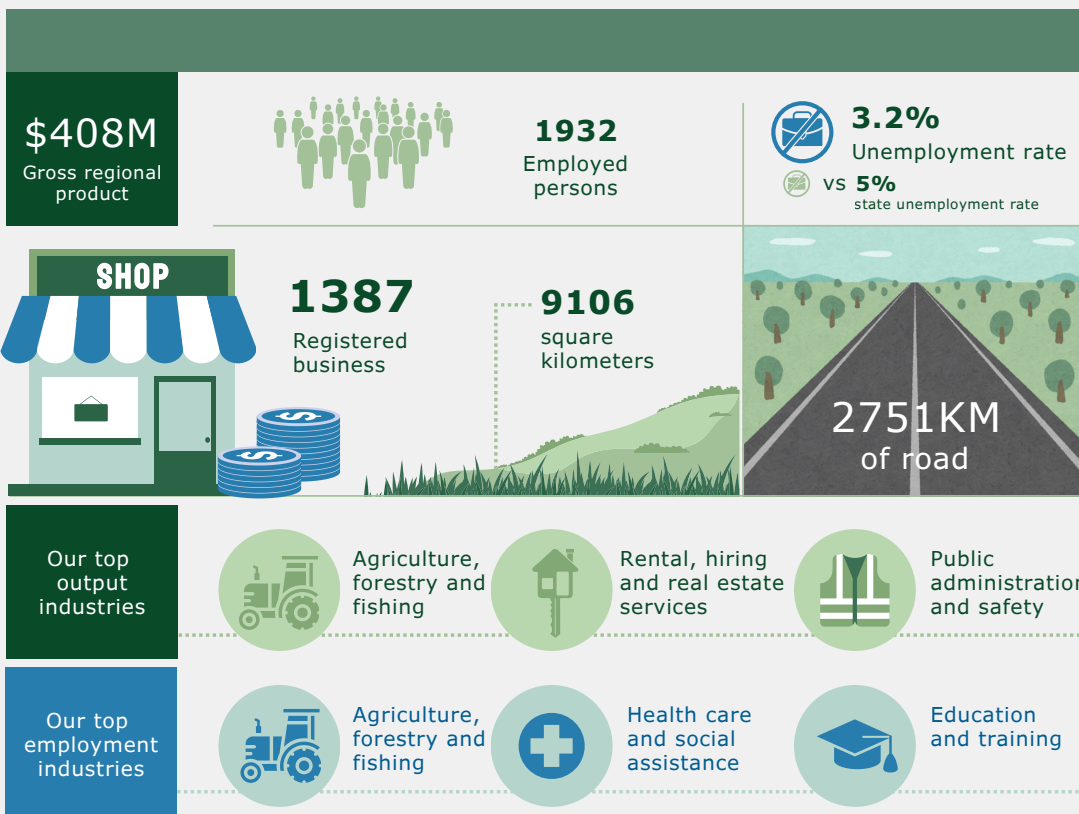
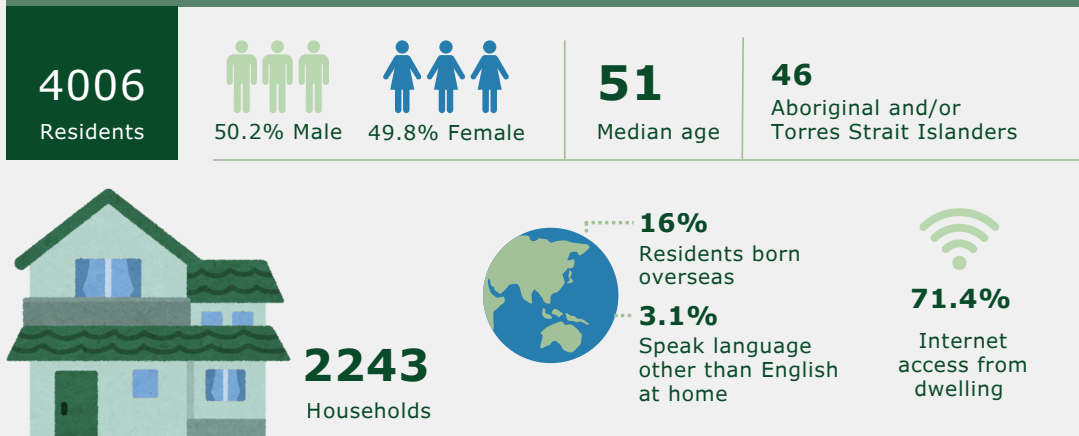
Cost of living pressures are impacting household budgets, creating food insecurity for vulnerable families in some townships. Population changes, including ageing demographics, limit workforce participation. Attracting and retaining skilled staff remains difficult, despite opportunities for remote work.

Environmental factors such as drought and weather variability threaten agricultural productivity impacting the mental wellbeing of our farming community, while renewable energy, mining exploration, and native title considerations introduce challenging new land use dynamics. Geo-political instability, changes to agricultural input costs, and evolving technology in farming and transport are having a significant influence on infrastructure needs and maintenance.



## OUR SHIRE AT A GLANCE

### People and place

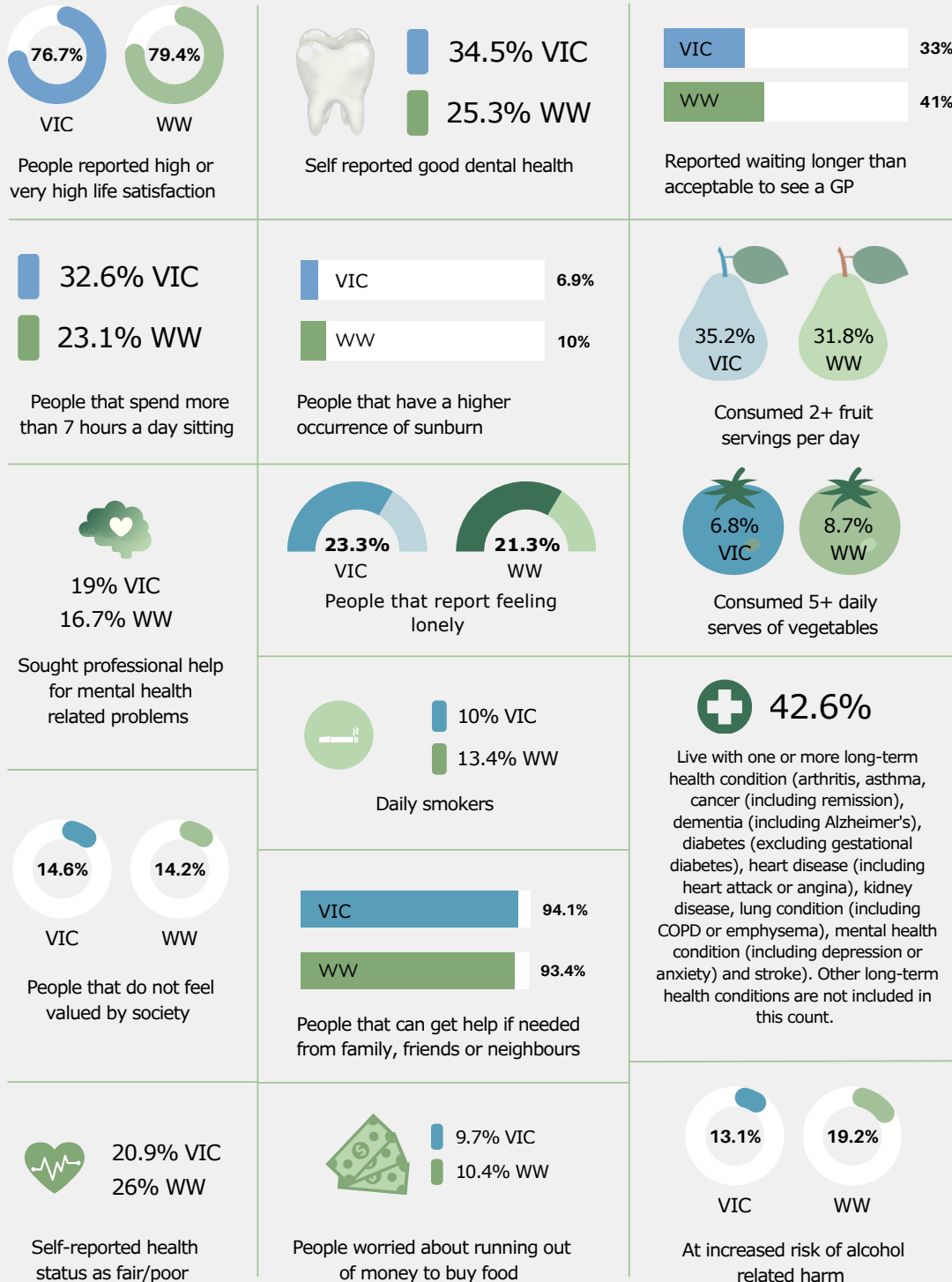


Australian Bureau of Statistics, Census all persons QuickStats, 2021. Available at: <https://www.abs.gov.au/census/find-census-data/quickstats>  
Remplan Economy 2024 Release 2



WEST WIMMERA SHIRE COUNCIL | COUNCIL PLAN 2025-2029

## Health statistics



Department of Health, Victorian Population Health Survey 2023, Victorian Government, 2024. Available at: <https://vahi.vic.gov.au/reports/victorian-population-health-survey-2023>

## TOWNSHIPS

West Wimmera's towns each offer a unique lifestyle and character, while sharing common opportunities for growth. They provide strong foundations for new businesses, whether in trades, hospitality, tourism, or agriculture and value-adding enterprises. There is also significant potential for housing development, attracting families seeking to build a lifestyle in a safe, welcoming community with access to quality facilities, services and natural environments. Together, our towns offer both residents and visitors the chance to be part of resilient and forward-looking communities.



### Kaniva

Kaniva, on the Western Highway, is the highway town in Victoria and a popular stop for travellers between Melbourne and Adelaide. Known for its Sheep Art Trail, community events and vibrant main street, Kaniva has a strong tourism profile. The town provides key health, education, retail, and recreation services.



### Serviceton

Serviceton has a proud rail history, centred around the historic Serviceton Railway Station. The town maintains a strong community identity and sits near the historical border between South Australia and Victoria, which was once the focus of a notable boundary dispute. Serviceton will join the Silo Art Trail in late 2025





## TOWNSHIPS



### Goroke

Goroke is a rural service town with strong sporting, education and community facilities. Surrounded by productive farmland, it is also known for its proximity to the Little Desert National Park and wetlands. Goroke has an active community that drives local projects.



### Edenhope

Edenhope is the shire's largest town and service centre, located on the shores of Lake Wallace. It provides key education, health, retail and sporting facilities for the wider community. The town is known for its natural setting, birdlife, and role as the main hub for community events and services.



### Apsley

Apsley is a small rural township near the South Australian border, with a close-knit community and strong sporting culture. It is well known for Newlands Lake and nearby natural attractions. Apsley plays a key role in cross-border community connections and has an active community focused on growing the community.



### Harrow

Harrow is Victoria's oldest inland settlement, with a rich history and heritage streetscape. It is a tourism drawcard, well known for the Harrow Sound and Light Show and strong cultural events program. The town is a centre for arts, history, and recreation on the Glenelg River.



### Dergholm

Dergholm is a small settlement surrounded by natural forest and farmland, known for its proximity to the Dergholm State Park. It has a strong community spirit centred around its pub and outdoor lifestyle.

Our roads

COUNCIL AND STATE ROAD NETWORK

West Wimmera Shire Council is the controlling authority for an extensive local road network and is responsible for managing, maintaining, and repairing all local roads, streets, footpaths, and drains. Under the Road Management Act 2004, Council has a legal duty to construct, inspect, and maintain roads to an adequate standard, supported by a Road Management Plan that guides service levels and priorities.

The road hierarchy across the Shire includes declared highways, main “C” class roads, and local roads. Council directly manages the local network, while declared highways and main roads fall under the responsibility of VicRoads.

Council also holds the maintenance contract for VicRoads’ “C” class roads. This is an important component of the Council’s road management responsibilities. It provides ongoing local employment, secures investment into the community, and ensures that even State-controlled roads are maintained to a consistent standard. The contract strengthens the Council’s capacity to deliver road services efficiently, while creating significant local economic value.

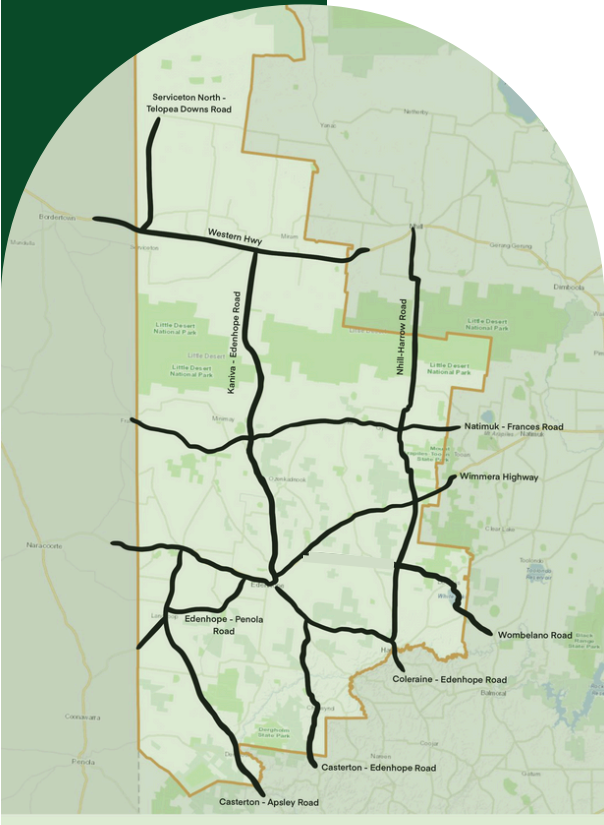
Main roads include:

- Casterton Apsley Road
- Casterton Edenhope Road
- Casterton Naracoorte Road
- Coleraine Edenhope Road
- Edenhope Penola Road
- Kaniva Edenhope Road

- Natimuk Frances Road
- Nhill Harrow Road
- Serviceton Nth Telopea Downs Road
- Western Highway
- Wimmera Highway
- Wombelano Road

Independent surveys, undertaken every three years since 2003, show that West Wimmera’s road network is among the best performing in Victoria. The 2023 survey found that Council-managed roads are in excellent condition, with steady improvements since 2020 despite challenges on unsealed roads from unusually wet years. Renewal requirements remain low, demonstrating the long-term effectiveness of Council’s investment and planning. Roads are also lasting longer than standard estimates, highlighting the value of Council’s proactive maintenance program. The map alongside shows the shire’s main roads, which are managed by VicRoads.

Council invests around \$2.6 million annually into road renewal and maintenance, a level assessed as sustainable for the next decade. However, given the scale of the network and the importance of reliable road links for residents, businesses, and visitors, external funding is essential to ensure the Shire can continue delivering strong outcomes. Support from State and Federal governments helps manage the impacts of ageing infrastructure, extreme weather, and increased traffic demands.







## COMMUNITY GROUPS AND VOLUNTEERS

With the highest rate of volunteering in Victoria, the West Wimmera Shire is powered by the commitment, passion, and spirit of its extraordinary volunteers. This remarkable dedication is reflected in the countless local community groups that form the backbone of our townships and farming communities. From running sporting and recreational clubs, to events, to investing in housing projects and caring for our most vulnerable, these groups play a vital role in shaping the social and economic fabric of the Shire.

Op Shops, foodbanks, visitor information centers, community transport, Meal on Wheels are all run by volunteers who give up their valuable time to provide services that our community relies on.

Volunteer run events such as the Lake Charlegrark Country Music Marathon, our three Agriculture Shows, the Apsley Market and the Johnny Mullagh Championship Cup don't just connect our communities but they attract visitors from across the state and the country, providing entertainment, while strengthening local tourism, showcasing the unique character of our Shire, and supporting the growth of local businesses.

Volunteering is the lifeblood of West Wimmera. It is what keeps our communities connected, our services running, and our events alive. The impact of this contribution goes far beyond individual acts of service, it builds resilience, strengthens local identity, and ensures that everyone has the opportunity to feel included and supported. Without the dedication of volunteers, many of the things we value most about living in West Wimmera simply would not exist.

At the same time, we recognise that as society changes, people have less time to give and the demands on volunteers are increasing. This places pressure on individuals and can lead to burnout. Council deeply values the ongoing commitment of volunteers and is committed to supporting them wherever possible, so that this spirit of giving can continue to thrive into the future.

We'll increase support for our community groups and volunteers over the next four years by:

- Providing grant funding and 'in kind' support
- Providing opportunities for capacity building and skills development
- Reducing red tape and reviewing fee waivers
- Promoting external funding opportunities

## COMMUNITY VISION

Four years ago we engaged the community to develop a 20-year vision for West Wimmera. This vision articulates our community's aspirations and provides a unifying focal point for Council, community and stakeholders to work towards:



### VISION

**In 2041 West Wimmera is a great place to live, work and play. We are growing and we are known for our natural environment, resilience and sense of community. We are proud of our heritage and are building new economic capacity based on innovation and tourism, which is creating local employment. Our towns are vibrant and welcoming, offering the services and facilities that meet the needs of our community and visitors. We are a confident community and will empower everyone to be part of our future.**

By 2041, our population is growing steadily, as is our economy. Visitors and residents are drawn to our unique wetlands, birdlife, lakes, forests and desertscapes and to the friendliness and generosity of our people.

Our towns are alive with activity: bustling main streets, active sporting and cultural facilities, and public spaces that invite connection between generations. We have invested in infrastructure, technology, and services that meet the needs of locals, visitors and businesses, ensuring that health, education, and recreation are accessible and of high quality.

Our deep pride in our heritage is visible in the way we preserve our history. Agricultural innovation and tourism are the cornerstones of our economy, driving new businesses, creative industries, and year-round visitor experiences. These industries create local employment, encourage skills development, and give young people more reasons to stay or return.

We are a confident and empowered community, inclusive of all voices and backgrounds. Decisions are made collaboratively, and community members play an active role in shaping their future. Together, we respond to challenges and celebrate the achievements that make West Wimmera a great place to live, work and play.







Photo: Lake Charlegrark Cabins



WEST WIMMERA SHIRE COUNCIL | **COUNCIL PLAN 2025-2029**



## OUR COUNCILLORS

Council's role is to provide good governance and leadership for the West Wimmera community through advocacy, decision-making and action. The Council has an obligation to achieve maximum benefit from its available resources for its community.

In November 2024, Cr Tim Meyer was elected Mayor and Cr Jodie Pretlove was elected Deputy Mayor for a one-year term.



**Mayor Tim Meyer**

0437 219 818

TimMeyer@  
westwimmera.vic.gov.au



**Deputy Mayor Jodie Pretlove**

0437 238 902

JodiePretlove@  
westwimmera.vic.gov.au



**Councillor Helen Hobbs**

0476 220 186

HelenHobbs@  
westwimmera.vic.gov.au



**Councillor Richard Hicks**

0408 906 033

RichardHicks@  
westwimmera.vic.gov.au



**Councillor Tom Houlihan**

0437 219 881

TomHoulihan@  
westwimmera.vic.gov.au

## OUR VALUES

### **Innovative**

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

### **Accountable**

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

### **United**

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

### **Collaborative**

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



Photo: Harrow Recreation Reserve



## Our core services

Council delivers a wide range of business-as-usual services that keep our shire running, meet statutory requirements, and support community wellbeing. These are our ongoing responsibilities and differ from the special initiatives listed in this plan.

### INFRASTRUCTURE AND PLANNING

#### Engineering

- Strategic and technical asset management
- Civil design and engineering support
- Road, bridge and drainage planning
- Delivery of the capital works program
- Maintenance of Council buildings, halls, and public facilities

#### Operations

- Maintenance of 2,751 km of local roads, bridges, footpaths and drainage
- Parks, gardens, recreation reserves, and public amenities upkeep
- Fleet and plant management
- Delivery of VicRoads maintenance contract

#### Waste management

- Operation for transfer stations across the shire
- Management of roadside collection service

#### Quality and facilities

- Management of Councils DEECA Committee of Management requirements
- Cleaning of Council Buildings
- Quality plans for service standards
- Management of leases and hire of council facilities

#### Contract and procurement

- Purchasing, contracts and tenders
- Supplier compliance and probity management

#### Projects and innovations

- Delivery of capital works program
- Project management and design coordination
- Innovation in service delivery and infrastructure renewal
- Strategic development projects

#### Planning and development

- Statutory planning and building permits
- Local laws administration
- Environmental health and compliance (food safety, septic, housing health)



# Our core services

## CORPORATE AND COMMUNITY SERVICES



### Human resources

- Workforce planning, recruitment, and training
- Payroll, employee relations, and staff wellbeing
- Organisational culture development



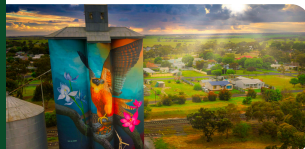
### Occupational health and safety

- Workplace safety management
- Risk assessments and incident response
- Compliance with WorkSafe and legislative standards



### Community support services

- Early years services (childcare, kindergarten, playgroups)
- Youth engagement and inclusion programs



### Community development and tourism

- Community and business grants and event support
- Tourism marketing, visitor information and regional partnerships
- Emergency management coordination and recovery



### Finance and transactions

- Financial planning, budgets and audits
- Rates and property valuation
- Treasury, accounting and reporting



### Governance and compliance

- Council meetings, decision-making and records management
- Policy, risk and audit oversight



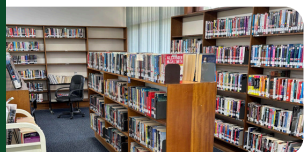
### Communications

- Website Management
- Media Releases
- Newsletters
- Social Media Management
- Community engagement



### Customer service

- Customer service (phone and in person)
- VicRoads agency
- Centrelink agency
- Hosting court



### Library

- Open access Library Services across Edenhope, Kaniva, Goroke and Harrow



## COMMUNITY ENGAGEMENT

### Our commitment

West Wimmera Shire Council is committed to meaningful, inclusive, and transparent engagement with our community. Council's Community Engagement Policy provides the framework for how we connect with the community, ensuring that engagement is genuine, inclusive, transparent, and timely. Engagement is not a one-off activity, but a continuous process that guides our planning, service delivery, and advocacy.

### AP2 spectrum of public participation

Level	Purpose	Best practice examples
<b>Inform</b>	Provide clear and accessible information to help people understand issues and decisions.	Fact sheets, website updates, newsletters
<b>Consult</b>	Seek feedback on drafts, options, or proposals.	Online surveys, drop-in sessions, formal submissions
<b>Involve</b>	Work directly with the community to reflect ideas and concerns.	Focus groups, workshops, reference panels
<b>Collaborate</b>	Partner with the community in each aspect of decision-making.	Co-design processes, shared committees
<b>Empower</b>	Place decision-making in the hands of the community.	Community-led projects, participatory budgeting

### THE ROLE OF ENGAGEMENT IN DECISION

Decision-making relies on community input to identify priorities, allocate resources, and guide policy and project decisions. Engagement helps balance immediate needs with long-term sustainability, ensuring strategies and projects align with what matters most to our residents.



## COUNCIL PLAN COMMUNITY CONSULTATION

The development of the West Wimmera Shire Council Plan 2025–2029 was guided by a commitment to listen to our community and ensure that local voices shaped the priorities and direction of the plan.

Six community drop-in sessions were held across the shire. These sessions provided an open and informal opportunity for residents to share their ideas, raise concerns, and discuss aspirations for the future of West Wimmera. Council officers and councillors attended each session, ensuring that feedback was heard directly and that community members felt supported in contributing their perspectives. More than 100 community members attended these sessions.

In addition, Council conducted four staff workshops to ensure the organisation's workforce had input into the plan. Their insights helped identify practical approaches to achieving the community's vision.

To reach a broad cross-section of residents, Council distributed a community survey. The survey invited feedback on existing council services as well as soliciting ideas for the future.

This provided a valuable evidence base, capturing the voices of those who may not have been able to attend face-to-face sessions. To inform the development of the Municipal Public Health and Wellbeing Plan, Council also ran a stakeholder survey targeting health service providers and partner organisations.

Finally, Council established a deliberative community panel, bringing together a diverse group of residents to consider key issues in depth. The panel was provided with background information and discussions were facilitated to enable participants to explore complex topics and develop considered recommendations. This deliberative process added depth to community input, ensuring the Council Plan reflects a balanced and representative view of local priorities.

Through this layered engagement process, West Wimmera Shire Council has developed a plan that is informed by the voices of its people. The combination of broad consultation and deeper deliberation has ensured the Council Plan 2025–2029 is both community-led and achievable, reflecting the shared aspirations of our residents, stakeholders, and staff.



Community drop-in sessions	Staff workshops	Community survey	Health and wellbeing stakeholder survey	Deliberative Engagement Panel
Apsley (14) Goroke (12) Harrow (23) Kaniva (34) Serviceton (8) Edenhope (13)	3 x face-to-face workshops and 1 x online workshop	Online community engagement: 30% male 67% female Ages: under 25 - 3% 25-55 - 58% over 55 - 39%	Online health and wellbeing stakeholder engagement	Recommendations to Council  Advocacy priorities  Health and wellbeing priorities
104 participants	92 participants	135 respondents	7 respondents	4 community members

**SOME KEY MESSAGES FROM THE COMMUNITY**

- Our farmers are doing it tough
- Our roads are critically important to us and need more investment
- Engage with us more frequently
- We've got a lot to offer - let's get more visitors here
- Pipeline = lifeline
- Stop the levy!
- We need more housing – there's nowhere for workers to live.



# ADVOCACY FOR OUR COMMUNITY

Advocacy is a critical function of Council to meet the long-term aspirations of the West Wimmera community. As a large rural shire with a small population, our capacity to deliver transformational projects always depends on securing funding and support from state and federal governments. By proactively championing the needs and priorities of our community, we can attract investment for major initiatives that improve infrastructure, boost the economy, enhance wellbeing and protect our natural environment. Effective advocacy ensures that our community's voice is heard, our unique challenges are understood, and our future is shaped by priorities that deliver lasting benefits for West Wimmera. Six high-level advocacy priorities were identified by our community:

- 1 SUPPORT FOR OUR FARMING COMMUNITY
- 2 MAINTENANCE OF CRITICAL ROAD INFRASTRUCTURE
- 3 INCREASING HOUSING AVAILABILITY
- 4 WATER ACCESS, QUALITY AND SECURITY
- 5 DIGITAL CONNECTIVITY
- 6 POWER SUPPLY



## 1. SUPPORT FOR OUR FARMING COMMUNITY

Our farmers are the backbone of our local economy. The agricultural sector faces mounting pressures from the Emergency Services and Volunteers Fund and the severe impacts of ongoing drought. These combined challenges place significant financial and emotional strain on farmers, affecting productivity, livelihoods, and the sustainability of our rural industries. Strong advocacy is essential to secure fairer policies, targeted financial relief, and practical support measures. By championing the needs of our farmers at state and federal levels, we can help protect their viability, strengthen our local economy, and ensure the long-term resilience of our agricultural sector.

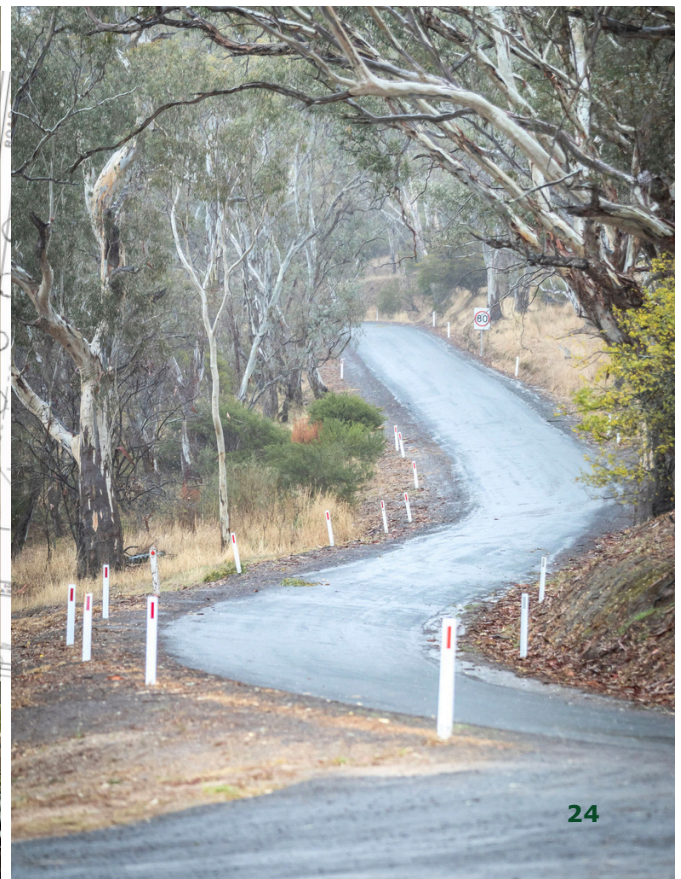


## 2. INCREASING HOUSING AVAILABILITY

Increasing housing availability in West Wimmera townships is essential to attracting new residents, retaining existing populations, and sustaining vital services such as health care and education. Current Victorian Planning Scheme provisions can limit development opportunities, restricting growth and community renewal. Advocacy for targeted changes to planning regulations and zoning will help unlock land for housing, encourage investment, and support diverse, affordable accommodation options. By driving these reforms, Council can strengthen the liveability and economic vitality of our townships, ensuring they remain vibrant, well-served, and capable of meeting the needs of current and future generations.

## 3. MAINTENANCE OF CRITICAL ROAD INFRASTRUCTURE

Advocating for increased funding to maintain and renew state government roads in West Wimmera is critical to ensuring safety, connectivity, and economic development. Under an existing state government agreement due to expire in 2026, Council currently maintain these roads creating local jobs and delivering a local economic benefit. Rising volumes of heavy vehicles and larger farming machinery are placing unprecedented strain on road surfaces, with damaged shoulders and historical flooding events having further compromised their condition. Securing increased funding is essential to meet current demands and protect these vital transport assets for the future.



#### 4. WATER ACCESS, QUALITY AND SECURITY

Advocating to extend the GWMWater pipeline from the Rocklands Reservoir to Harrow, Edenhope and Apsley is essential to expanding agricultural opportunities, and securing a safe, reliable potable water supply for these communities.

It is also critical for the shire's firefighting capability, improving community safety during bushfire events.

Reliable water access will boost agricultural productivity and diversity within the shire, enabling farmers to plan with confidence and adapt to seasonal variability.

Improved water security supports a more efficient and sustainable sewage system and also provides opportunities to responsibly maintain recreational water supplies. This investment would deliver long-term economic, environmental, and social benefits, strengthening the resilience and liveability of these townships well into the future.



#### 5. DIGITAL CONNECTIVITY

Advocating to Telstra for improved digital connectivity in West Wimmera is critical to supporting residents, workers, businesses, and community safety. Many areas currently experience slow data speeds and significant black spots, limiting the ability of local businesses to operate efficiently, restricting remote work opportunities, and hindering access to essential services. These coverage gaps also pose serious safety risks, particularly during emergencies when reliable communication is vital. Securing faster, more consistent mobile and internet services will strengthen the local economy, enable residents to stay connected, and ensure emergency response systems are effective, building a safer, more resilient community.

#### 6. POWER SUPPLY

Enhancing the West Wimmera electricity network is vital for driving economic growth across the shire. By advocating to PowerCor for expanded access to three-phase power supply, townships will benefit from increased electricity capacity, improved reliability, fewer outages, and the opportunity to activate local industrial estates, attracting new businesses and investment. Improved capacity will also support the installation of electric vehicle charging stations and enable greater integration of renewable energy sources.



WEST WIMMERA SHIRE COUNCIL | COUNCIL PLAN 2025-2029

# COMMUNITY HEALTH AND WELLBEING

Photo: Children riding bicycles on the Lake Newlands boardwalk



## HEALTH AND WELLBEING

Under section 26 of the *Public Health and Wellbeing Act 2008*, all Victorian councils are required to implement a Municipal Health and Wellbeing Plan every four years and within 12 months of a new council being elected. As allowed by section 27 of that act, West Wimmera Shire Council has chosen to integrate its Municipal Health and Wellbeing Plan within the Council Plan

This reflects a view that health and wellbeing is inherent in all Council planning and therefore should be represented in the Council Plan. This plan aims to promote public health and wellbeing, reduce health inequalities and other health dangers.

Section 17 of the *Climate Change Act* requires local councils to have regard to decisions or actions to reduce risks and public health impacts of climate change in municipal health and wellbeing plans.

*Section 26 of the Public Health and Wellbeing Act* requires councils to specify (in their Municipal Public Health and Wellbeing Plan) measures to prevent family violence and respond to the needs of victims of family violence in the local community.



WEST WIMMERA SHIRE COUNCIL | **COUNCIL PLAN 2025-2029**

West Wimmera Shire Council is committed to working collaboratively with partner agencies to plan, implement, progress, and review our municipal public health and wellbeing initiatives. We recognise the leadership role of our local and regional health services, particularly those with integrated health promotion funding, in delivering programs that support the wellbeing of our communities.

We also acknowledge the vital contributions of local community groups and organisations in promoting and improving the health and wellbeing of their members. Their grassroots efforts are essential to building inclusive, resilient communities across our townships and rural areas.

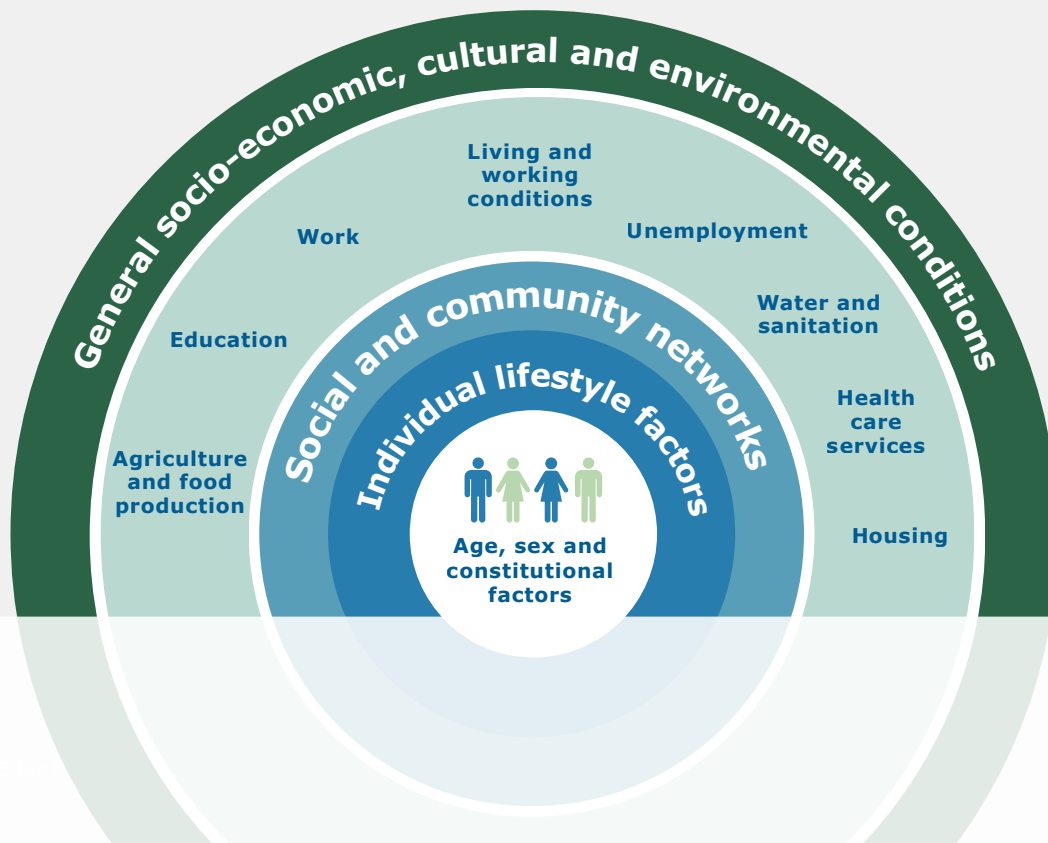
This plan has been developed through consultation with community members, Council staff, and key health and wellbeing stakeholders, informed by local data and insights.

The following partners were engaged in its development:

- West Wimmera Health Service
- Orange Door Wimmera
- Harrow Bush Nursing Centre
- Women's Health Grampians
- Grampians Public Health Unit
- Grampians Health
- Western Victoria Primary Health Network

The plan outlines priority areas, strategies, and initiatives that will guide Council's efforts over the next four years, ensuring that the health and wellbeing of our community remain central to the shire's strategic direction.

The social determinants of health are the conditions in which we are born, grow, age and in which we live, work and plan. The determinants of health have a significant impact on health and wellbeing. Council has identified health and wellbeing goals and strategies to improve the social determinants of health for our community.



Based on community and stakeholder feedback (including community drop-in sessions and the community survey), the following health and wellbeing priorities have been established for the shire:



Council actions relating to the three health and wellbeing priorities can be identified through the corresponding emoji next to initiatives linked to that priority within the goals section of this plan.

**01 Encouraging healthy lifestyles and safe settings**

West Wimmera Shire Council is committed to creating environments that support our community to live active, safe and healthy lives. With an ageing population and a strong sporting culture, Council will continue to encourage participation in physical activity through local sports clubs, recreation facilities and partnerships that support active ageing.

Safety is also central to wellbeing. We will partner with key agencies to promote safe workplaces and injury prevention. Within our townships, Council will advocate for traffic calming measures and safer street design to make our public spaces safer and more accessible for all.

Good nutrition is essential for healthy living. Council will provide support to local organisations seeking to improve food security for families experiencing hardship, promote access to fresh local produce, and encourage healthier food choices, particularly for children and young people.

We also recognise the health risks posed by alcohol, tobacco and other drug use, including e-cigarettes. Council will partner with health services and community organisations to promote awareness, prevention and support initiatives that reduce harm and encourage healthier lifestyles across all age groups.



Photo: Lake Wallace Parkrun Edenhope



02

### **Improving mental health and reducing social isolation**

West Wimmera Shire recognises that good mental health is fundamental to community wellbeing. Local people face unique challenges that can place significant pressure on their mental wellbeing, including the impacts of challenging agricultural conditions such as drought, natural disasters, and financial hardship driven by rising costs. These stressors can affect individuals, families, and entire communities, often in ways that are not immediately visible.

Living in a remote, rural setting also presents barriers to social connection. Loneliness and isolation can arise when residents are separated from neighbours, extended family, and the broader community. While rural communities are often known for their resilience and independence, a culture of stoicism can sometimes prevent people from seeking help, and stigma around mental health issues can discourage open conversations.

Access to mental health services remains a key issue for West Wimmera residents, with distance, availability of professionals, and awareness of services all creating barriers. We are committed to reducing these barriers by supporting opportunities for connection, reducing stigma through education and awareness, and working with health providers to improve access to appropriate and timely mental health support.

03

### **Preventing all forms of violence within our community**

West Wimmera Shire Council seeks to build a community where everyone feels safe, respected, and supported. Family violence remains a concern with significantly higher rates recorded in regional Victoria. However, awareness of the issue within local communities is often limited, and strong social ties in close-knit areas can make people reluctant to speak up due to concerns about confidentiality and stigma.

Gender equity plays a vital role in prevention. In many rural settings, stronger gender stereotypes and financial dependence can limit opportunities and increase vulnerability, particularly for women and children. For those experiencing violence, geographic isolation and the lack of accessible services can make it extremely difficult to seek help or leave unsafe situations.

We recognise that preventing violence requires more than responding to crises. It involves shifting attitudes, challenging harmful stereotypes, and creating environments that support equality and respect. Education, awareness campaigns, and partnerships with specialist services are essential to increase understanding, reduce stigma, and encourage early intervention.

By working together with community and health service partners, West Wimmera Shire Council will take proactive steps to prevent violence, improve access to support, and ensure safety and dignity for all residents.




## DISABILITY ACTION PLAN

For the first time, the Disability Action Plan has been integrated into the West Wimmera Shire Council Plan. Council is dedicated to fostering an inclusive community where people of all abilities and ages can access opportunities to achieve their best health and wellbeing.

Under the Disability Act 2006, all councils are required to develop a Disability Action Plan, in line with the Disability Discrimination Act 1992.

The purpose of this plan is to tackle structural, cultural, and attitudinal barriers that may prevent people with disabilities from fully participating in community life. It also seeks to eliminate discrimination for people with disabilities in relation to Council services, facilities, infrastructure, and employment opportunities, whether they are current or prospective employees.

The inclusion of the Disability Action Plan in the Council aims to ensure that disability inclusion is a priority and considered in everything we do. It also ensures that initiatives promoting disability inclusion are closely aligned with the Council Plan, the Community Vision 2040, and the Municipal Public Health and Wellbeing Plan.

Look for this  icon throughout the document to identify actions that are part of the Disability Action Plan.



## OUR FOUR GOALS

The Council Plan 2025-29 includes four high-level goals.



Each of these goals includes several strategies and more specific initiatives to be implemented over the next four years:







#### COUNCIL PLAN GOAL 1

## HEALTHY, INVITING & CONNECTED COMMUNITY





















West Wimmera Shire Council's goal of building a healthy, inviting and connected community focuses on services, partnerships, and infrastructure that improve wellbeing and liveability within the shire. This includes working with providers to deliver sustainable playgroups, childcare, kindergarten, maternal child health and immunisation services, alongside ongoing support for youth services and active ageing programs. Council will partner with health and wellbeing organisations to address priority issues such as social isolation, mental health, family violence, gender equity, alcohol and other drugs, cancer prevention, and healthy food access.

Advocacy will remain a strong focus, ensuring the community has access to GPs, telehealth, quality health services, and safer township roads.

Investment in sport, recreation, and community infrastructure will be progressed through upgrades to swimming pools, implementation of strategies for active recreation, trails, and Lake Wallace, and funding for key local facilities and structure plans. Council will also strengthen support for local committees, volunteers, community groups and local events, as well as delivering local grants.

Goal 1 - Healthy, Inviting & Connected Community

COUNCIL PLAN 2025-2029

Strategies	Initiatives
1.1 Support the provision of early years, education and childcare services within the shire	1.1.1 Partner with service providers to implement a childcare service in Goroke 
	1.1.2 Establish partnerships to ensure the long-term sustainability of kindergarten services within the shire
	1.1.3 Seek funding for a building upgrade at Goroke Kindergarten
	1.1.4 Continue to support community playgroups – as required  
	1.1.5 Transition the MCH and immunisation service to West Wimmera Health Service and partner with WWHS to support continuity of care 
1.2 Identify opportunities to improve health, wellbeing and community safety	1.2.1 Support mental health and wellbeing providers working in the shire 
	1.2.2 Identify partnership opportunities to address health and wellbeing issues associated with social isolation 
	1.2.3 Identify partnership opportunities to reduce tobacco and vaping use across the shire 
	1.2.4 Identify partnership opportunities to reduce harm from alcohol and other drugs across the shire 
	1.2.5 Explore partnership opportunities to increase cancer prevention screening at a local community level 
	1.2.6 Provide support for health and wellbeing partners delivering active ageing programs  
	1.2.7 Explore opportunities to improve access to healthy food choices and West Wimmera produce - including school partnerships 
	1.2.8 Play an active role in the Communities of Respect and Equality Core Alliance (work with partners to reduce violence against women and children) 
	1.2.9 Provide support to organisations delivering programs to improve gender equity and reduce family violence within the shire  
	1.2.10 Advocate to health service providers to maintain service levels, support telehealth, and achieve the best possible outcomes for the community  
	1.2.11 Advocate for GP access across the shire 
	1.2.12 Advocate for improved mental health and wellbeing support across the shire  



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation



Preventing all forms of violence within our community



Disability Action Plan

Goal 1 - healthy, inviting and connected community

COUNCIL PLAN 2025-2029

Strategies	Initiatives
1.3 Create recreation, sport and active lifestyle opportunities for the community	1.3.1 Seek funding to progress the Sport and Active Recreation Strategy action plan – including universal, environmental and CPTED design principles  
	1.3.2 Seek funding to progress the Recreational Trails Strategy action plan 
	1.3.3 Present project concepts from Lake Wallace Strategy for Council to prioritise and authorise scoping and planning to seek funding.  
	1.3.4 Seek funding to upgrade the Kaniva and Goroke swimming pools  
	1.3.5 Seek funding to plan and upgrade the Edenhope swimming pool  
	1.3.6 Seek funding to progress the Edenhope Lions Park Development  
	1.3.7 Seek funding to progress upgrades of the Serviceton Bowling Club Facility Upgrade  
1.4 Provide community development opportunities and volunteer support	1.4.1 Develop and implement a plan that elevates support for community groups and volunteers, including 'in kind' support
	1.4.2 Provide support for the development of local community plans  
	1.4.3 Actively support committees of management in the managing of community facilities
	1.4.4 Explore opportunities to expand and/or improve support for local community events 
	1.4.5 Continue to implement and promote our community grants
	1.4.6 Advocate for better community transport options within the shire 
1.5 Support youth engagement	1.5.1 Work with the Western Bulldogs Community Foundation to support delivery of youth services programming within the shire  
1.6 Maintain and enhance community infrastructure and streetscapes	1.6.1 Advocate for traffic calming initiatives (and appropriate speed limits) within township main streets
	1.6.2 Advocate for continued TAC funding to implement the Safer Local Roads and Streets Program action plan
	1.6.3 Seek funding for Dergholm ablution block
	1.6.4 Seek funding for the Edenhope, Apsley, Goroke and Harrow structure plans
	1.6.5 Seek funding for Harrow, Apsley and Goroke streetscape planning
	1.6.6 Seek funding to maintain Council Buildings and Infrastructure to support community need.



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation



Preventing all forms of violence within our community



Disability Action Plan



**Goal 1 - healthy, inviting and connected community**

**COUNCIL PLAN 2025-2029**

**KEY INDICATORS** (How will we measure success?)

Focus area	Indicator	Source
Community satisfaction with health and wellbeing services	Percentage of residents satisfied with access to local health, wellbeing, and community services	<i>Victorian Government – Community Satisfaction Survey</i>
Participation in community life	Proportion of residents engaged in volunteering, local committees and community groups	<i>Australian Bureau of Statistics Census and voluntary work data</i>
Access to primary health care	Number of general practitioners per 1,000 residents in the shire	<i>Australian Government Department of Health – Health Workforce Data, Primary Health Network (Western Victoria PHN)</i>
Utilisation of community health and wellbeing facilities	Annual participation/attendance at local swimming pools, recreation programs, active ageing initiatives, and playgroups.	<i>Council facility usage data and partner program reporting</i>



## COUNCIL PLAN GOAL 2




# DIVERSE & GROWING ECONOMY

The goal of building a diverse and growing economy seeks to create the conditions for sustainable growth, business confidence, and vibrant townships. Council will advocate for investment in key infrastructure through the implementation of the Road Management Plan, new streetscape upgrades in Kaniva and Edenhope, improved township gateways and signage, and the delivery of the Kaniva Structure Plan. Housing growth will be supported by seeking funding for key projects as well as advocacy for planning scheme changes that support increased housing supply.

To strengthen the local economy, Council will progress the West Wimmera Economic Development and Tourism strategies, explore opportunities to reduce planning red tape, and advocate for major regional opportunities such as the West Grampians Pipeline. Partnerships will be investigated to support business incubation, commercial and industrial precinct upgrades, and tourism assets such as the Harrow Discovery Centre and the Serviceton Historic Railway Station.

Goal 2 - diverse and growing economy

COUNCIL PLAN 2025-2029

Strategies	Initiatives
2.1 Maintain and renew assets and infrastructure	2.1.1 Implement the updated West Wimmera Road Management Plan
	2.1.2 Seek funding to implement streetscape plans for Kaniva and Edenhope – including Kaniva intersection improvements 
	2.1.3 Implement a schedule to clean signs and replace ageing signs across the shire
2.2 Increase housing availability and improve township amenity	2.2.1 Explore opportunities to support improved housing quality in West Wimmera townships, including renovations, to ensure homes are fit for purpose 
	2.2.2 Seek funding for West Wimmera key housing projects – e.g. Kaniva- Kelly Street housing development, Edenhope - Langford Street development
	2.2.3 Implement a 'Tidy House' campaign and provide support for local communities with Tidy Towns applications, while continuing to seek opportunities to enhance civic pride. 
2.3 Implement planning changes and regulatory reform	2.3.1 Explore opportunities to reduce planning red tape by finding practical ways to enable development and support the State Government's 'Business Friendly Councils' initiative.
	2.3.2 Develop and seek funding to implement Kaniva Structure Plan
2.4 Invest in tourism and arts and cultural development	2.4.1 Seek funding to implement West Wimmera Tourism Strategy action plan
	2.4.2 Review West Wimmera Signage Strategy and update rules/guidelines based on community feedback
	2.4.3 Seek funding to scope and plan for the Harrow Discovery Centre upgrade
	2.4.4 Advocate to V/Line for a Kaniva stop for the Overland Train
	2.4.5 Following agreement with Vic Rail on a feasible long term lease agreement, seek funding to restore and activate Serviceton Railway Station
	2.4.6 Explore free camping opportunities in the shire
2.5 Encourage economic development and industry diversification	2.5.1 Seek funding to implement West Wimmera Economic Development Strategy (2024–29) action plan
	2.5.2 Seek funding for a commercial/industrial incubator (including business support services)
	2.5.3 Work with partners and seek funding to deliver digital connectivity plan



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation



Preventing all forms of violence within our community



Disability Action Plan

38

Goal 2 - diverse and growing economy

COUNCIL PLAN 2025-2029

**KEY INDICATORS** (How will we measure success?)

Focus area	Indicator	Source
Business growth and sustainability	Number of registered businesses in West Wimmera (including new ABNs registered each year)	<i>Australian Business Register, ABS – Counts of Australian Businesses, including Entries and Exits</i>
Employment and local jobs	Local unemployment rate and/or proportion of residents employed in the shire	<i>ABS Labour Force Data, ABS Census, or Department of Jobs, Skills, Industry and Regions (Victoria)</i>
Visitor economy strength	Estimated number of visitors to West Wimmera and visitor expenditure	<i>Tourism Research Australia – Local Government Area Profiles</i>
Housing availability and development	Number of new dwelling approvals (residential building permits) per year	<i>Victorian Building Authority – building permit data, Council planning/building records</i>
Civic pride and township amenity	Community satisfaction with township appearance, amenity, and local infrastructure.	<i>Victorian Government – Community Satisfaction Survey</i>





COUNCIL PLAN GOAL 3

## RESILIENT AND SUSTAINABLE ENVIRONMENT





Building a resilient and sustainable environment focuses on protecting natural assets, managing risks, and preparing for future challenges. Council will strengthen flood preparedness by implementing outcomes from flood studies in Edenhope, Apsley, Harrow and Chetwynd, ensuring findings are embedded into the planning scheme. Waste and resource management will be enhanced through the development of a new Waste Management Strategy and funding for improved facilities such as dump stations.

Environmental sustainability will be supported through active control of pests, weeds and roadside vegetation, alongside targeted programs and partnerships to address corella, kangaroo and deer impacts.

Emergency management remains a key priority, with Council working closely with regional emergency management planning committees and local communities to strengthen planning, preparedness, response, and recovery. Advocacy for multi-agency CFA and SES centres in Kaniva and Goroke will further enhance local resilience and community safety.

Goal 3 - resilient and sustainable environment

COUNCIL PLAN 2025-2029

Strategies	Initiatives
3.1 Manage outcomes from flood management and planning initiatives	3.1.1 Seek funding to implement actions from township flood studies (Edenhope and Apsley) and integrate into West Wimmera Planning Scheme
	3.1.2 Finalise planning scheme amendments from Harrow and Chetwynd flood studies
3.2 Deliver waste and resource management solutions	3.2.1 Seek funding to develop and implement the West Wimmera Waste Management Strategy
3.3 Facilitate pest, weed and wildlife management solutions	3.3.1 Review and implement Corella Management Plan
	3.3.2 Educate the community on kangaroo and deer management options
	3.3.3 Continue to control vegetation, weeds and pests on West Wimmera roadsides
	3.3.4 Provide support to community groups to manage weeds, pests and litter
	3.3.5 Seek funding to control pests and weeds across the shire
3.4 Sharing education and information	3.4.1 Share opportunities with our community on info sessions, grants and changes to land use. (i.e. carbon farming, drought funding and support) 
3.5 Facilitate emergency management and community preparedness	3.5.1 Plan for and deliver emergency services in conjunction with Regional Emergency Management Planning Committee
	3.5.2 Advocate for (and support) multi-agency centres for CFA and SES in Kaniva and Gorokey 
	3.5.3 Work with local communities to optimise emergency planning, mitigation, preparedness, response and recovery   



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation



Preventing all forms of violence within our community



Disability Action Plan



Goal 3 - resilient and sustainable environment

COUNCIL PLAN 2025-2029

**KEY INDICATORS** (How will we measure success?)

Focus area	Indicator	Source
Flood and emergency preparedness	Proportion of township flood study actions implemented or integrated into the Planning Scheme	<i>Council planning records (Planning Scheme Amendments, Flood Study Action Plans)</i>
Weeds and pests management	Hectares of roadside/public land treated for weeds and pests each year	<i>Council roadside management and spraying records, reports from Landcare and local environment groups</i>
Community emergency readiness	Number of multi-agency emergency exercises, training sessions, or community preparedness workshops held annually	<i>Regional Emergency Management Planning Committee reports, Council emergency management records</i>



COUNCIL PLAN GOAL 4

# OPERATIONAL EXCELLENCE


Our goal of achieving operational excellence is about strengthening how Council serves the community, ensuring efficient, transparent, and responsive operations. This includes enhancing community engagement through deliberative processes, an innovation platform for community ideas, and promoting greater access to council meetings. Council will continue to improve customer service with an upgraded CRM system and tailored support to help residents and businesses navigate planning and permit processes.

Organisational efficiency will be advanced through long-term financial and asset planning, cost-of-service analysis, service reviews, and the use of new technologies such as mobile tools and artificial intelligence. Council will also explore shared services with neighbouring councils and optimise plant and equipment use.

A strong focus will be placed on workforce development, including a new workforce plan, training needs analysis, professional development, and a reward and recognition program. Safety, compliance, and risk management will remain priorities, with upgrades to asset systems, insurance reviews, and improved incident reporting.

Goal 4 - operational excellence

COUNCIL PLAN 2025-2029

Strategies	Initiatives
4.1 Strengthen community consultation, engagement and trust ensuring a diversity of perspectives across the shire	4.1.1 Progress implementation of the Community Engagement Policy exploring opportunities for meaningful engagement
	4.1.2 Continue to build awareness of the innovation platform for community ideas and ensure community members are updated on project status
	4.1.3 Continue to engage with BGLC and other Indigenous groups as per community engagement and procurement policy
	4.1.4 Progress 'One West Wimmera' thinking across the organisation
4.2 Provide a responsive service to the West Wimmera community	4.2.1 Review current CRM and explore opportunities to improve the customer experience
	4.2.2 Support new service providers to ensure continuity of care during transitions to new delivery models, minimising impacts on the West Wimmera community 
4.3 Explore opportunities to reduce red tape and support the community through challenging government processes	4.3.1 Explore opportunities to increase support for community members and businesses to navigate planning processes (e.g. building permits)
4.4 Secure funding and influence change through effective advocacy	4.4.1 Develop an advocacy document
	4.4.2 Form alliance with neighbouring councils to advocate to state and federal governments
4.5 Strive for long-term financial sustainability	4.5.1 Continue to implement the long-term financial plan
	4.5.2 Continue to implement the long-term asset plan
	4.5.3 Provide quarterly reports on Council's financial performance
	4.5.4 Explore opportunities for cost efficiencies and savings - complete 'cost-of-service' analysis for key shire services
	4.5.5 Explore opportunities to rationalise under utilised council assets
	4.5.6 Explore shared services opportunities and agreements with other councils
4.6 Maintain the focus on continuous improvement	4.6.1 Explore plant and equipment upgrades that improve outcomes for the West Wimmera community
	4.6.2 Provide professional development support for operations staff to optimise the use of Council equipment & resources



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation







Preventing all forms of violence within our community



Disability Action Plan

Goal 4 - Operational Excellence

| COUNCIL PLAN 2025-2029

Strategies	Initiatives
	4.6.3 Explore the potential for using mobile technologies to increase efficiency (e.g. tablet use out in the field)
	4.6.4 Undertake analysis to determine best operating models (whether to deliver in-house or to contract out)
	4.6.5 Implement reporting 'dashboards' to track organisational performance
	4.6.6 Upgrade current asset management system to improve depreciation management
	4.6.7 Implement service reviews to optimise outcomes for the West Wimmera community
	4.6.8 Explore opportunities to improve efficiency with the use of artificial intelligence (AI) 
	4.6.9 Staff training to improve skills and competency
	4.6.10 Councillor training to improve skills & awareness
4.7 Ensure employee safety and manage risks effectively	4.7.1 Explore opportunities improve safety for lone workers
	4.7.2 Review insurance coverage on Council assets
	4.7.3 Ensure statutory compliance on relevant shire services
	4.7.4 Review incident reporting and investigation processes
	4.7.5 Ensure contractor induction meets statutory requirements
	4.7.6 Review handling and risk management processes for hazardous materials
4.8 Improve organisational Efficiency	4.8.1 Develop a workforce plan to optimise human resources 
	4.8.2 Complete a training needs analysis for staff and implement aligned professional development initiatives
	4.8.3 Review organisation-wide reward and recognition program 
	4.8.4 Strengthen data-driven performance and accountability in organisational performance management processes
	4.8.5 Seek opportunities for local graduates, apprentices, trainees and job placements 



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation



Preventing all forms of violence within our community



Disability Action Plan

Goal 4 - Operational Excellence

COUNCIL PLAN 2025-2029

**KEY INDICATORS** (How will we measure success?)

Focus area	Indicator	Source
Community satisfaction with customer service	Percentage of residents satisfied with Council's customer service	<i>Victorian Government – Community Satisfaction Survey</i>
Customer responsiveness	Percentage of customer requests resolved within agreed service timeframes	<i>Council's Customer Request Management system</i>
Financial sustainability	Compliance with key Victorian Auditor-General's Office financial sustainability indicators (e.g. adjusted underlying result, working capital ratio)	<i>Annual Report, Local Government Performance Reporting Framework, VAGO reports</i>
Asset management and service delivery	Proportion of capital works projects delivered on time and on budget	<i>Council capital works program reporting, Annual Report</i>
Organisational culture and workforce development	Staff satisfaction/engagement score, including perceptions of recognition, training, and support	<i>Council organisational culture survey, HR workforce data</i>



---

## CONTACT US

 [council@westwimmera.vic.gov.au](mailto:council@westwimmera.vic.gov.au)

 [www.westwimmera.vic.gov.au](http://www.westwimmera.vic.gov.au)

 13 WWSC (13 99 72)

## CONNECT WITH US

 [facebook.com/westwimmerashire](https://facebook.com/westwimmerashire)

 [www.instagram.com/westwimmera](https://www.instagram.com/westwimmera)



### Postal

PO Box 201 Edenhope, VIC 3318



### Kaniva

25 Baker Street, Kaniva VIC 3419



### Edenhope

49 Elizabeth Street, Edenhope, VIC 3318





## 8 Close of Meeting

### Next Meeting:

19 November 2025

Kaniva