

YARRIAMBIACK SHIRE COUNCIL

# Council Plan

## 2017 - 2021

Revised 2020



Providing a Viable, Sustainable & Vibrant Future



**Yarriambiack**  
SHIRE COUNCIL



If you would like to receive this publication in a alternative format, please phone Yarriambiack Shire Council on 5398 0100 or email [info@yarriambiack.vic.gov.au](mailto:info@yarriambiack.vic.gov.au)

This document is also available on the internet at [www.yarriambiack.vic.gov.au](http://www.yarriambiack.vic.gov.au)

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## Welcome

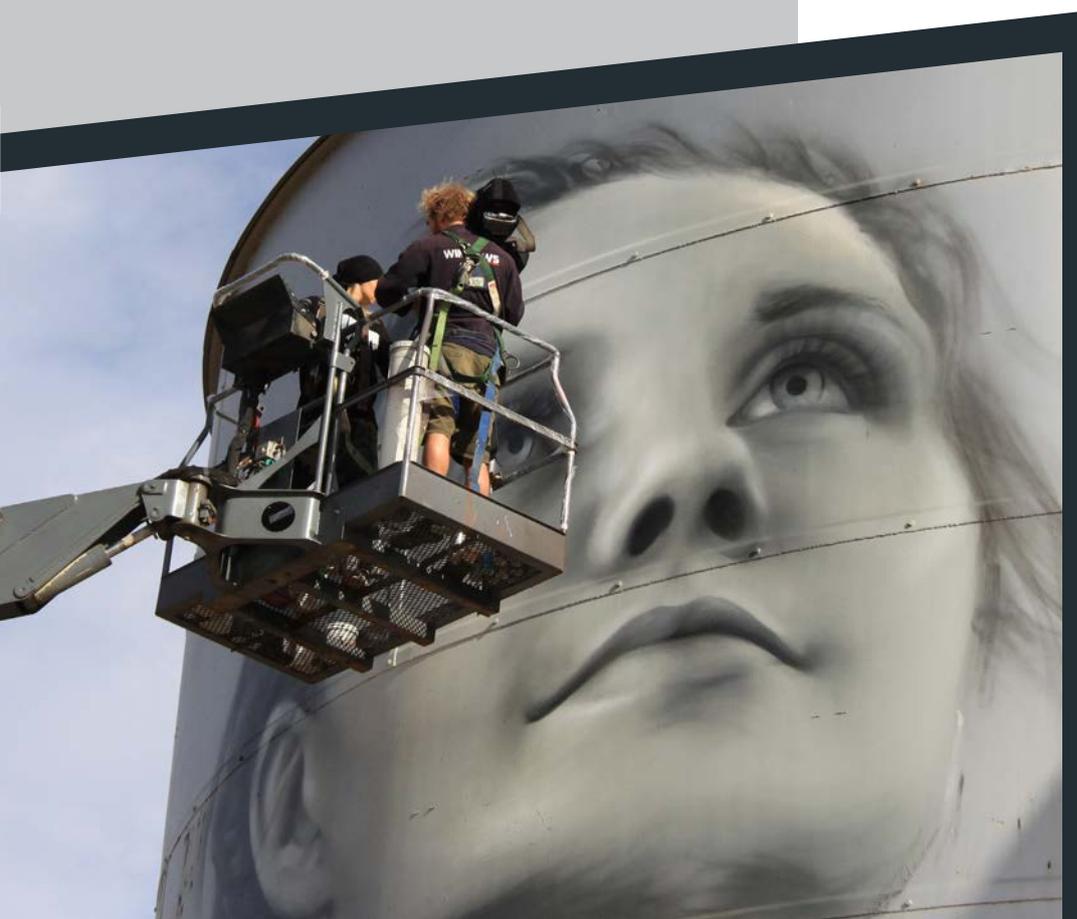
### ***Yarriambiack Shire Council is pleased to present its 2017-2021 Council Plan.***

The Council Plan identifies Council's priorities for the next four years and defines its key strategic response.

This document sets Council's direction for the future and details how Council will allocate its financial and non-financial resources to deliver the Council Plan and all Council services, for the next four years.

The overall approach that Council decided to take in the development of the Council Plan for 2017 to 2021 was to progress and improve the 2013 to 2017 plan, as it was considered the vision and strategic priorities remained substantially relevant and were likely to be refined rather than being dramatically altered.

This Council Plan therefore continues and improves the direction set by the previous plan.



Silo artwork in progress March 2017 - Rupanyup

# Message...From the Mayor, Cr Graeme Massey

On behalf of Council, I am very pleased to present to the community our Council Plan which highlights our strategic direction and what we hope to achieve in shaping the future for the Yarriambiack Shire setting for the next four years.

The Council Plan has been developed through a collaborative process between elected Councillors, the organisation and the Yarriambiack community. Also taken into consideration were the results from recent surveys, focus groups and Community Consultations. The Council Plan is our commitment to continue our pursuit of excellence, innovation, good governance and responsible management of our community resources and assets.

This Council Plan also integrates the Public Health & Wellbeing Plan in an attempt to raise the profile of health and wellbeing matters in our community. The integration will also significantly strengthen monitoring, reporting and accountability.

As part of this process, Council has also adopted Recommendation 94 of the Royal Commission into Family Violence that was undertaken in 2016. This recommendation provides Council with the opportunity to develop strategies that are focused on reducing family violence and supporting the needs of victims.



Mayor Graeme Massey

We have set this Council Plan around five (5) Strategic Objectives, which are:

- Good Governance
- A place to Live and Grow
- A safe & active Community and Sustainable Environment
- A planned Future
- Health and Wellbeing

Details of key objectives and actions that we will undertake for each Community Outcome over the next four years are included in this Plan, as well as the indicators and targets that will be used to monitor our progress. Supporting this document is the Strategic Resource Plan which outlines the internal resources that will be needed to achieve these objectives.

Council is keen to continue working with partners, industry leaders and our community at a local, state and federal level to ensure that Yarriambiack Shire will continue to prosper. Our Council Plan recognises that we cannot achieve outcomes alone, there are different ways that Council may respond to each objective, to partner, advocate, deliver services, build or regulate things. We will choose the approach that best suits the task at hand.

We are committed to building on our strengths to ensure that Yarriambiack Shire Council is the place where people want to work, live, play and invest. We are positive that this Council Plan will help us achieve these goals.

Cr Graeme Massey



## Our Councillors

Yarriambiack Shire Council has seven Councillors elected every four years. On Monday 7th November 2016 the newly appointed Councillors were sworn into Council after voting in the election was conducted via postal vote.

The Municipality is divided into three wards, represented by two Councillors in the Hopetoun and Dunmunkle wards and three Councillors in the Warracknabeal ward.

The Mayor is elected for a one year period each November/December, voted in by the Councillors.

The seven Councillors are the elected representatives of all residents and ratepayers across the Shire.



Left: Tom Hamilton, Kylie Zanker, Corinne Heintze, Graeme Massey, Shane Roberts, Jean Wise & Helen Ballentine

The unity between them is a passion to ensure their term in office delivers a legacy of positive change.

### HOPETOUN WARD

Cr Helen Ballentine  
Cr Shane Roberts

### WARRACKNABEAL WARD

Cr Kylie Zanker  
Cr Graeme Massey  
Cr Jean Wise

### DUNMUNKLE WARD

Cr Corinne Heintze  
Cr Tom Hamilton



## Our VISION

In consultation with our community, Yarriambiack Shire Council aims to provide a viable, sustainable and vibrant future.

## Our mission

Through strong leadership, transparency and strategic planning, Councillors and Staff in partnership with our community will achieve our vision.

## Our values

### **Customer Service**

- treat our customers with courtesy and respect;
- lead and develop leadership within our community;
- constantly strive to improve our services;
- forge closer relationships with customers;
- investigate matters thoroughly and objectively, and
- keep our customers informed, in plain language, about the process and outcome;
- treat people fairly, with respect and have proper regard for their rights;
- make decisions lawfully, fairly, impartially, and in the public interest;
- we are honest, trustworthy, reliable, transparent and accountable in our dealings;
- we are careful, conscientious and diligent;
- use public resources economically and efficiently; and
- actively pursue positive outcomes for the community.

### **Continuous Improvement**

We drive continuous and sustainable improvement in service provision, operational efficiency and stakeholder relations to create a leading organisation.

## PRINCIPLES

### **Social Justice:**

We strive to make sure that every part of our core business is accessible by and inclusive of all community members.

### **Best Value:**

We provide services that are responsive to community needs, meet set performance standards, provide value for money, balance affordability and accessibility, and support opportunities for local employment growth or retention.

### **Sustainability:**

We manage public assets and resources in a way that supports and balances sustainable economic, social and environmental objectives and adheres to the principles of intergenerational equity.

## Municipal Strategic Statement Consideration

The Municipal Strategic Statement (MSS) has been a guiding document in the development of our future goals as part of the Council Plan 2017-2021. Alignment with the MSS ensures a consistent approach to all future projects, initiatives and strategies where there are land use planning considerations.

Silo artwork in progress October 2016 - Patchewollock



# Our Municipality

**Yarriambiack Shire Council covers an area of 7,158 square kilometres with an estimated residential population of 6,892 people and includes the townships of Warracknabeal, Murtoa, Hopetoun, Minyip, Rupanyup, Beulah, Brim, Lah, Lascelles, Lubeck, Patchewollock, Speed, Tempy, Woomelang, Yaapeet, Sheep Hills, Rosebery and Turriff.**

Yarriambiack Shire Council stretches from the Wimmera River just north of the Grampians in the south, to the centre of the Mallee in the north, to the centre of the Mallee in the north. The Yarriambiack Creek is the main natural feature traversing the Shire. The area is also linked by road and rail systems that run in a north-south direction. The area has an almost ideal climate with a short winter and delightful autumn and spring. Summer temperatures can be hot, particularly in the north.

Warracknabeal is the major service centre in the region and provides a wide range of services. It is complemented by Hopetoun in the north and Minyip, Murtoa and Rupanyup in the south, with another 13 small towns spread throughout the Municipality.

The Shire is situated between the Grampians and Murray Tourist Regions and provides a link between Horsham in the south and Mildura in the northern end of that region. It is located immediately to the east of some of Victoria's main eco-tourist attractions, including the Big Desert, Wyperfeld National Park, Lake Hindmarsh, Lake Albacutya and the Little Desert.

Of the population, almost half the workforce is employed in agriculture.

Many other residents depend indirectly on farming, as they are employed in services used by the farming population. The population trends are remarkably similar to other areas across most of the Wimmera/Mallee. The rural areas and small towns have tended to lose population, while the population bases of the larger towns have shown more stability.

The Shire is the heartland of grain production and handling in the Wimmera/Mallee. The dry-land farming area produces one quarter of Victoria's total production of wheat and barley and is noted for the production of lambs and wool. Legume and oil seed crops are very important and alternative livestock enterprises are also well established.

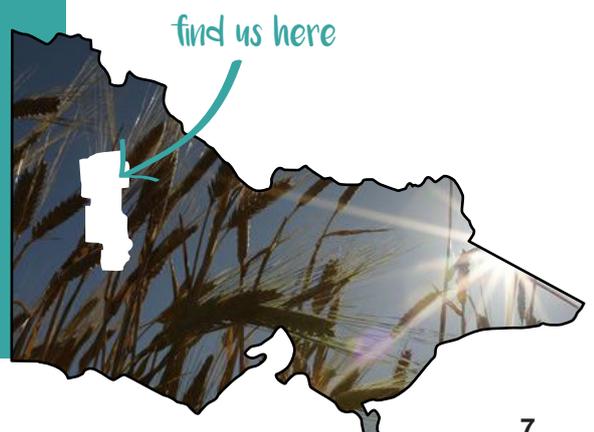
The Shire is well situated to serve the needs of local economies and communities and promote and facilitate increased public and private investment in developing its grain and related industries.

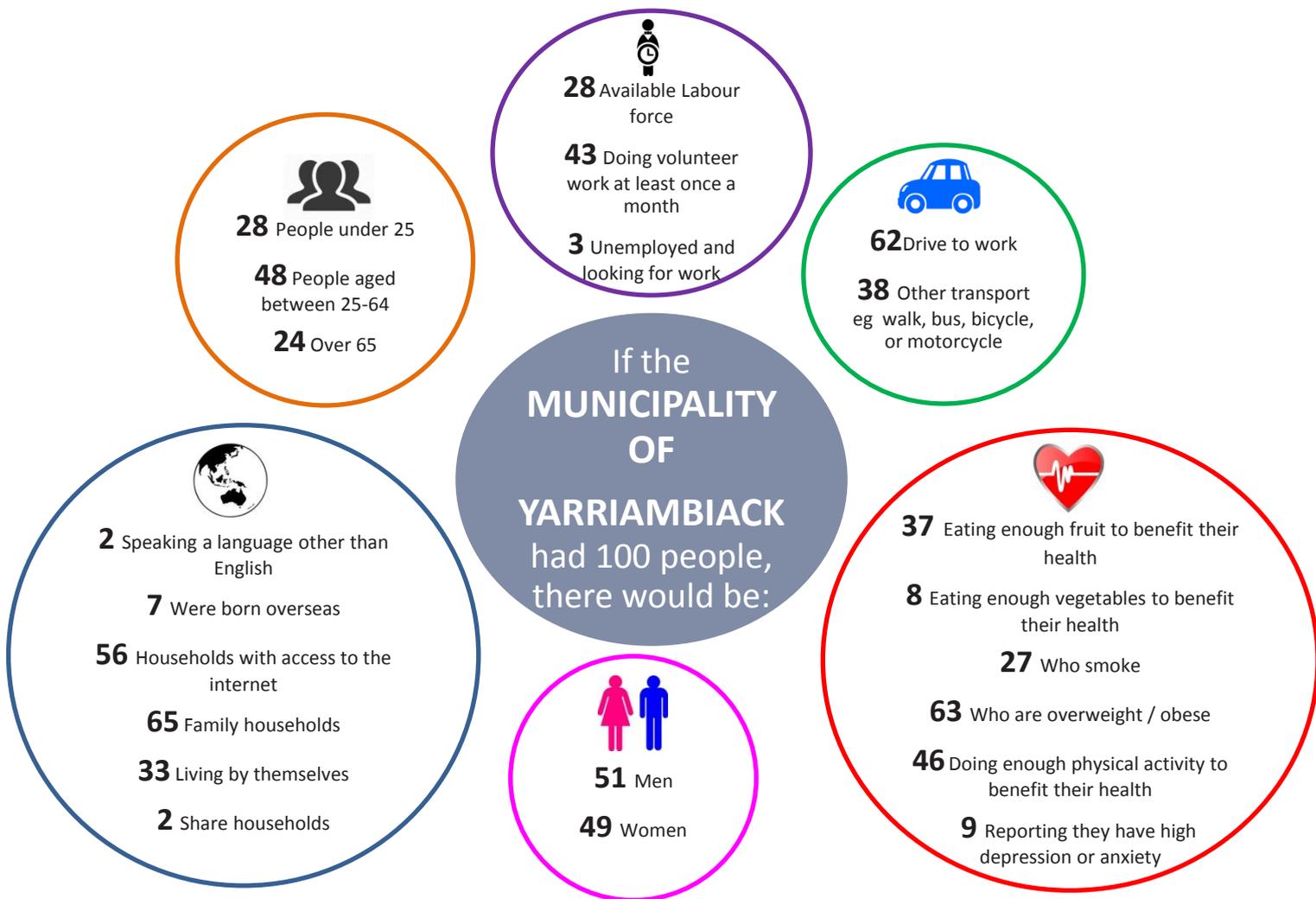
Warracknabeal is the sub-regional centre for the northern Wimmera and southern Mallee, with excellent facilities for shopping, aged care, health, recreation and other commercial activities. The saleyards are an important selling feature.



## Attractions within the Yarriambiack Shire include:

- Murtoa Stick Shed
- Wimmera Inland Freezing Works Museum
- Murtoa Water Tower Museum and Concordia Cottage
- Marma Lake and Rabl Park
- Minyip Heritage Town
- Yarriambiack Creek
- Warracknabeal Agricultural Machinery Museum and Historical Centre
- Lake Lascelles
- Federation Place, Warracknabeal
- Silo Art Trail
- Corrong Homestead
- Mallee Bush Retreat
- Warracknabeal Golf Club
- Wood's Museum
- Wyperfeld National Park
- Jack Emmett Billabong
- Redda's Park, and
- Cronomby Tanks Reserve.





Data sourced from:  
 Department of Health, Regional Health Status Profiles Grampians Region, 2012  
 Victorian Population Health Survey 2014



Brim Silo Artwork

## At a Glance:

- Yarriambiack Shire Council covers an area of 7,158sq km.
- Has an estimated residential population of 6,759 people.
- 104 staff are employed with Yarriambiack Shire Council.
  - 4,892 kilometres in Road Length.
  - 7 Councillors.
- Agriculture, Retail and Health Care are the major employment sectors in the Municipality.
- There are 7,712 rateable properties in Yarriambiack Shire Council with a total value (CIV) \$1,876,652,500

## About the Council Plan

The *Local Government Act 1989* requires all Victorian Councils to produce a four year Council Plan which must be reviewed annually.

The Council Plan provides direction to management and includes the indicators that Council will use to deliver key outcomes.

It sets out our plan to meet the present and future needs of our community by identifying a clear vision for the future, our mission (the business we are in), and the values and principles that are fundamental to how we formulate decisions.

More than ever before, the way the Yarriambiack Shire Council responds to local issues is influenced by regional, state and federal initiatives and strategies. This continues the evolution of local government from a basic provider of services such as roads, rates and rubbish to a more comprehensive role in building the capacity of our community to achieve a sustainable future. The Yarriambiack Shire Council provides in excess of 80 services to residents and visitors to the Municipality. The Council Plan reflects this broader and more comprehensive role.

The Council Plan is therefore our most important and crucial plan, from which all other plans, strategies, policies and processes take their lead. It drives the attached four years Strategic Resource Plan and the development of the Annual Budget.

A key component of the Council Plan is how this relates to Council's yearly budget process. As part of that budget process a Strategic Resource Plan has been developed, which translates the requirements of the Council Plan in to a four year forward projection of Council's financial position and results. The Strategic Resource Plan is included as part of this Council Plan.

Health and Wellbeing is another important component that helps guide Council's decision making processes. It is a requirement under the *Public Health and Wellbeing Act 2008* and outlines goals and actions that guide Council in creating a local community in which people can achieve maximum health and wellbeing.

### The Yarriambiack Shire Council Plan contains the following five goals:

1.



**GOOD GOVERNANCE**

2.



**A PLACE TO LIVE & GROW**

3.



**A SAFE & ACTIVE COMMUNITY & SUSTAINABLE ENVIRONMENT**

4.



**A PLANNED FUTURE**

5.



**HEALTH & WELLBEING**

# Guiding Principles

## Objectives of a Council

(LOCAL GOVERNMENT ACT 1989 SECTION 3C)

1. The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.
2. In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives:
  - a) to promote the social, economic and environmental viability and sustainability of the municipal district;
  - b) to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
  - c) to improve the overall quality of life of people in the local community;
  - d) to promote appropriate business and employment opportunities;
  - e) to ensure that services and facilities provided by the Council are accessible and equitable;
  - f) to ensure the equitable imposition of rates and charges;
  - g) to ensure transparency and accountability in Council decision making.

## Functions of a Council

(LOCAL GOVERNMENT ACT 1989 SECTION 3E)

1. The functions of a Council include -
  - a) advocating and promoting proposals which are in the best interests of the local community;
  - b) planning for and providing services and facilities for the local community;
  - c) providing and maintaining community infrastructure in the municipal district;
  - d) undertaking strategic and land use planning for the municipal district;
  - e) raising revenue to enable the Council to perform its functions;
  - f) making and enforcing local laws;
  - g) exercising, performing and discharging the duties, functions and powers of Councils under this Act and other Acts;
  - h) any other function relating to the peace, order and good government of the municipal district.
2. For the purpose of achieving its objectives, a Council may perform its functions inside and outside its municipal district.

## Role of a Council

(LOCAL GOVERNMENT ACT 1989 SECTION 3D)

1. A Council is elected to provide leadership for the good governance of the municipal district and the local community.
2. The role of a Council includes -
  - a) acting as a representative government by taking into account the diverse needs of the local community in decision making;
  - b) providing leadership by establishing strategic objectives and monitoring their achievement;
  - c) maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
  - d) advocating the interests of the local community to other communities and governments;
  - e) acting as a responsible partner in government by taking into account the needs of other communities;
  - f) fostering community cohesion and encouraging active participation in civic life.

# ADVOCACY

***Advocacy on behalf of the wider community is an important role for the Yarriambiack Shire Council. We endeavour to work hard on a wider range of supporting issues with our goal for the 2017-2021 Council Plan to advocate for the following:***

- Advocate against violence particularly in regard to women and children as per White Ribbon and Municipal Association of Victoria (MAV) recommendations and strategies.
- Advocate for improved education and health outcomes for our community.
- Advocate for consistent services for mobile phone coverage, IT and the NBN Network across the municipality.
- Supporting community consultations and local community planning.
- Advocate for the retention of recreational lakes or other recreational water facilities with the purpose of securing water based recreational activities in the municipality.
- Advocate for state and federal funding for roads and maintain federal funding for the Roads to Recovery program etc.
- Advocate for improved health services for the municipality.
- Supporting appropriate core services and facilities on a realistic basis.
- Advocate for alternative forms of energy (wind and solar).
- Advocate for the attraction of people to Yarriambiack and tourist visitation via tourism marketing.
- Strong and consistent advocacy, lobbying on behalf of our amazing and resilient communities.
- Advocate for the appropriate distribution of the Australian Taxation Dollar, particularly the 3% allocated to Local Government.
- Support the Wimmera Development Association and Regional Partnerships Victoria in advocating on behalf of the Yarriambiack Shire Council and its communities.

## EXTERNAL FACTORS THAT INFORM THE COUNCIL PLAN

Many small Councils across Victoria face the challenges associated with limited resources. Yarriambiack Shire Council is no exception. Property rates and State and Federal funding contribute to over 90% of Council's overall annual operating budget. State Government imposed rate capping and a reduction in government funding will place additional pressures on small Councils to prioritise all operational and community related expenditure. Council currently delivers in excess of 80 core services to the community and continues to maintain high standards of service delivery. Additional measures developed as part of this planning process will need to be thoroughly means-tested to ensure they are of the utmost importance to the community. Council's geographically remote area may also present issues in obtaining products and services that may assist in the overall performance of the health and wellbeing strategies that are to be implemented. An ageing and declining population, together with behavioural change being a factor in the success of many strategies in this plan, will also expose a number of challenges for Council and the community over the next four years.

### ***Our economy is changing:***

- Changing technology will provide us with more innovative business opportunities especially around on-line retailing and social media.
- The continued consolidation of farming enterprises to create larger farms and/or corporate entities.
- Mining in the municipality may increase, providing economic activity and employment opportunities.

### ***Our community is changing:***

- The municipality is continuing to experience some population decrease, mainly from people moving or from natural causes.
- Increase in people from diverse cultures moving to our municipality
- Our population is ageing.
- Volunteer groups need help to be sustainable.

### ***To attract and retain people in our municipality, quality services and cultural activities are needed including:***

- Opportunities for sport, recreation and physical activity.
- Facilitate the attraction of major events.
- Growth and quality of preschool, primary and secondary educational services.
- Provide support to existing businesses to grow and develop.
- Promote 'Buy Local' Campaign.
- Support and assist communities in the development and promotion of special events, expo's and festivals.

### ***For the Municipality to be a good place to live and preserve our natural environment we need to:***

- Make greater use of assets such as Yarriambiack Creek, Lakes and Weir pools.
- Maintain assets that meet the community's needs.
- Ensure that appropriate and accessible public transport services are provided across the Shire.
- Better manage our waste management to educate the community on recycling and energy efficiency.

# Our Commitment to Health & Wellbeing

## Health & Wellbeing

A high standard of health and wellbeing among our local communities is not merely in the absence of disease or illness, but a complex combination of a person's physical, mental, emotional and social health factors. More specifically, 'health' is largely determined by the overall standard of an individual's physical and mental health, while one's 'wellbeing' is influenced by factors such as, but certainly not limited to, relationships, social networks, fulfilling careers, exercise, nutritional diet and a sense of belonging.<sup>1</sup>

## Municipal Public Health & Wellbeing Legislative Requirements

As Local Government is the closest tier to the community, Council is well positioned to promote and respond to emerging issues relating to community health and wellbeing. Integrated planning is essential and should be undertaken in partnership with other levels of government, community organisations and the wider local community.

The process of identifying and developing goals and strategies aimed at maximising our local communities' health and wellbeing is governed by Legislation. Section 26 Public Health & Wellbeing Act 2008 (the Act) prescribes the manner in which Council must assess and develop priorities. Council must have regard to:

- An examination of health status data, health and wellbeing indicators and health determinants in the municipal district;
- Identification of goals and strategies based on local evidence in which people can achieve maximum health and wellbeing;
- Involvement of people in the local community to develop, implement and evaluate each Plan;
- Demonstration of how Council will work in partnership with the Department of Health and Human Services and other agencies.

The Act also reinforces the need for alignment with key areas identified in the State Public Health & Wellbeing Plan 2015-2019. The Victorian Government has selected key priorities to improve the health and wellbeing of all Victorians, particularly the most disadvantaged. The Plan specifically focuses on encouraging healthy living from early years and throughout life.<sup>2</sup> Council has aligned with State priorities in the key areas of healthy eating and active living, alcohol related harm and mental health.

## Planning Integration to Further Health Based Outcomes

In previous years, Council has prepared a separate Council Plan and Municipal Public Health & Wellbeing Plan. The current Council Plan 2017-2021 is a result of the integration of both plans in an attempt to raise the profile of health and wellbeing matters in our municipality. The integration will also significantly strengthen monitoring, reporting and accountability, while reducing duplication of resources in developing separate plans. This approach to combine our plans has been undertaken in accordance with s.27 Public Health & Wellbeing Act 2008.

## Selection of Priority Areas

There are a number of determinants that may impact on population health and wellbeing. This has been widely recognised by Council.

However, so has our ability to effectively implement actions across an array of these different and influential determinants. As a result, Council undertook an extensive consultation program to ensure health and wellbeing matters of only the utmost importance to residents were selected for further consideration.

As an example, Council's community survey that was sent to nearly 20% of all Yarriambiack Shire households. Approximately 50% of respondents believe that Council should assist people achieve a healthy weight and diet, while encouraging physical exercise. Statistics such as this directly influenced the selection of the final priorities implemented in this plan. In summary, the consultations and review of applicable data culminated in the adoption of key priority areas targeting physical activity, healthy eating, family violence and gender equality.

These key priorities have each been assessed and a number of actions developed to improve service levels of associated areas and ultimately further the health and wellbeing status of the local community. The selection of these priorities also aligns with the Victorian Public Health & Wellbeing Plan 2015-2019, which further reinforces Council's decision to pursue the identified determinants.

### Links to Key Strategic Plans & Policies

- Victorian Health & Wellbeing Plan
- Wimmera Primary Care Partnerships
- Rural Northwest Integrated Health Promotion Plan
- Women's Health Grampians Regional Plan – CORE
- Municipal Early Years Plan
- Access & Inclusion Plan
- Sport & Recreation Strategy
- Leadership Statement – Prevention of Violence Against Women
- Community Action Plans
- West Wimmera Health Services
- Wimmera Sports Assembly

## Health & Wellbeing Outcomes Reference Group

Council is required under the Public Health and Wellbeing Act 2008 to work in partnership with the Department of Health and Human Services and other agencies undertaking public health initiatives, projects and programs to contribute to the achievement of the Victorian Public Health and Wellbeing Plan.

At a local level, Council works particularly closely with the Department Health & Human Services, Rural Northwest Health, West Wimmera Health Service, Wimmera PCP, Womens Health Grampians, Wimmera Sports Assembly and any other relevant stakeholders.

The Council Plan will be reviewed on an annual basis to monitor performance and the strategic direction of the organisation. Council will also convene a health and wellbeing outcomes reference group, consisting of key stakeholders. The purpose of this group will be to discuss the progress or potential barriers that may be identified in the adopted actions. This will also provide an opportunity for stakeholders to identify alternative solutions in order to achieve a satisfactory outcome.

1. Better Health Channel. (2014). Wellbeing. Accessed 23 November 2016, <https://www.betterhealth.vic.gov.au/health/healthyliving/wellbeing>

2. Department of Health & Human Services. (2015). Victorian Public Health & Wellbeing Plan 2015-2019. Accessed 24 November 2016, <https://www2.health.vic.gov.au/about/health-strategies/public-health-wellbeing-plan>

# Strategic Objectives

THE STRATEGIC OBJECTIVES THAT SUPPORT THE VISION AND WHAT YARRIAMBIACK SHIRE COUNCIL WILL DO TO ACHIEVE THEM:



# Strategic Objective 1. Good Governance

**OBJECTIVE:** *A well-managed and service-focused organisation.*

## **Services/Activities:**

- Effective Governance/Councillors & Chief Executive
- Accounting and Finance
- Customer Service and Administration
- Engineering and Asset Management
- Information Services

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
1.1 Good Governance through Leadership	<p>Strengthen the role of Councillors by informing, resourcing, skilling and supporting them.</p> <p>Ensure policies and good governance are in accordance with legislative requirements and best practice.</p> <p>Work with our communities to encourage open communication and participation.</p>	<ul style="list-style-type: none"> <li>• Councillor Code of Conduct</li> <li>• Maintain relationships with other levels of government and peak bodies including continued participation with Wimmera Development Association and Rural Councils Victoria.</li> <li>• Continue a comprehensive and effective communication and community engagement framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a new Council Plan for the next term of Council and a Community Engagement Framework.</li> <li>• New Councillor Code of Conduct required for new Council following October 20 elections alongside Councillor Induction Training and Programs.</li> <li>• Continue to implement Local Government Inspectorate Governance report recommendations.</li> <li>• Work with the Wimmera Southern Mallee Regional Partnership Rural Innovation Project (RIP) to establish the new operating framework for WDA.</li> </ul>
1.2 Organisation Risk	<p>Plan for and manage Council's strategic and operational risks.</p> <p>Establish sound governance processes throughout the organisation to ensure consistent and accountable decision making.</p>	<ul style="list-style-type: none"> <li>• Demonstrate transparent and responsible Risk and Safety Management processes which align to Local Government best practice and the OHS Act 2004.</li> <li>• Enhance the development and delivery of Council's risk and safety programs.</li> <li>• Encourage a proactive approach in all Managers, Supervisors and Employees to managing and solving risk and safety.</li> <li>• Implement Council's Risk Management Strategy and Risk Action Plan under the guidance of the OH&amp;S/Risk Management Committee.</li> <li>• Foster improved organisation probity, practises and risk management through the effective operation of Council's Audit Committee.</li> <li>• Implement Council's Internal Audit Program</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Corporate Risk Register to include directorate focused risks.</li> <li>• Improved focus on risk management in Contractor engagement and supervision.</li> <li>• Quarterly risk indicators and corporate risk register reporting to Audit and Council meetings.</li> <li>• Work with new internal auditors to ensure risk management is being embedded in organisational process and decision making.</li> <li>• Focus on reducing medium risk audit recommendations by half.</li> </ul>
1.3 Professional and skilled staff in a safe and supportive environment	<p>Provide a safe and effective work environment.</p> <p>Invest in our staff and maintain an organisation structure that meets the service needs of the community.</p>	<ul style="list-style-type: none"> <li>• Providing a safe and healthy environment for employees, contractors and the public with an Occupational Health &amp; Safety Policy.</li> <li>• Ensuring the safety and wellbeing of our staff with a Family Violence - Management Policy &amp; Procedure.</li> <li>• Act@Work - implementing a cultural change program which enables workplaces to respond to violence against women, gender inequality, sexism and discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of a new Enterprise Agreement for the next four-year period.</li> <li>• Compliance with the new Gender Equality Act requirements.</li> </ul>

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
1.4 Sustainable, long term financial management	<p>Develop and maintain a financial planning, management and reporting system, that protects the long-term interests of the municipality.</p> <p>Implement financial and risk management processes.</p>	<ul style="list-style-type: none"> <li>• Review the Strategic Resource Plan.</li> <li>• Review the Asset Management Policy.</li> <li>• Develop a Rating Strategy.</li> <li>• Develop Long Term Financial Plan.</li> <li>• Promote against cost and responsibility shifting to Local Government.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt the SRP June 2020.</li> <li>• Asset Lifecycle Policy to be adopted including the acquisition, utilisation and disposal of Council assets.</li> <li>• Adopt a Long Term Financial Plan.</li> <li>• Continue to actively pursue unpaid rates through the new debt collection agency.</li> <li>• Develop a finance procedures manual.</li> </ul>
1.5 Effective Community Engagement & Participation	<p>Provide opportunities for community members to engage with Council.</p> <p>Maintain systems and processes that will allow up to date information about Council to be easily accessed by the community.</p> <p>Work with community progress associations and consultative committees and individuals to review and comment on Council issues.</p>	<ul style="list-style-type: none"> <li>• Continue to keep the community updated with weekly editions of 'Up the Creek' newsletter.</li> <li>• Use information technology to foster communication and consultation with community members.</li> <li>• Demonstrate support at community meetings and events.</li> <li>• Engage in the development of the Wimmera Health Services Plan to ensure local community issues and needs are communicated effectively.</li> <li>• Undertake analysis of annual Customer Satisfaction Survey and undertake actions as required.</li> <li>• Increase usage of Yarriambiack Shire's Facebook page for special events.</li> <li>• Maintain a user friendly and updated website.</li> <li>• Inspire leadership within our communities by supporting a number of opportunities to develop our current and future leaders.</li> <li>• Investigate opportunities to attract and support young people to live and work in our community.</li> </ul>	<ul style="list-style-type: none"> <li>• A new Council website to be implemented including better active participation such as online forms and access to make works requests and complaints.</li> <li>• Social Media including new platforms such as Twitter and wider engagement on Facebook to be further developed with an increase in usage.</li> <li>• Provide a leadership scholarship to a member of the Yarriambiack Youth Advisory Council through their preferred Leadership program.</li> </ul>

#### 4 Year Council Plan

<b>What we will achieve:</b>	<b>Target</b>	<b>Measure/Source</b>
• Continue to actively pursue the recovery of unpaid debts.	70%	Council Data
• Complete Internal Audit as per Audit schedule.	100%	Council Data
• Utilise Social Media to improve community engagement.	500	Facebook likes
• Respond to all Internal Audit recommendations.	100%	Council Data
• Adoption of the Long Term Financial Plan.	2017/18	Council Data

## Strategic Objective 2. A place to live and grow

**OBJECTIVE:** *To develop partnerships and advocate for community wellbeing and economic development priorities and projects as well as capitalising on existing and emerging opportunities in tourism and visitation.*

### **Services/Activities:**

- Arts and culture
- Events
- Older persons and ability support services
  - Home care
  - Home maintenance
  - Meals on wheels
- Maternal and Child Health
- Library Facilities
- Tourism and area promotion
- Parks and Gardens
- Passive Recreation
- Health, Education & Housing
- Environmental Health activities
- Food inspections
- Immunisation

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
2.1 Assets and facilities	Ensure that Council's services and facilities are accessible	<ul style="list-style-type: none"> <li>• Encourage multi-use of facilities by Council.</li> <li>• Upgrade Council facilities to provide infrastructure, facilities and services that are as accessible as possible to all members of the community.</li> <li>• Review use of Council assets provided for senior residents and ensure they meet current and future needs.</li> <li>• Attracting private investment to build more accommodation options.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch and implementation of new Library model.</li> <li>• Warracknabeal Stadium upgrade for gym.</li> <li>• Repairs and upgrades to fourteen halls across the Council through the Home is Where the Halls is project.</li> <li>• Actively seek funding and provide assistance to expand housing committees housing stock.</li> </ul>
2.2 Attractive streetscapes, town entrances, parks and gardens	Provide clean and functional community facilities and public amenities throughout the Shire.	<ul style="list-style-type: none"> <li>• Assist with community streetscapes.</li> <li>• Facilitate projects supporting sustainable water use objectives.</li> <li>• Facilitate exercise equipment on walking trails via application for grants where community need is displayed.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement streetscape projects across the Council with Work for Victoria labour resources.</li> <li>• Seek funding for water reuse designs across several townships in partnership with the CMA and GWM Water.</li> <li>• Upgrade the Warracknabeal tourism and amenity site.</li> <li>• Update and improve Boundary signage in to the Shire.</li> </ul>

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
2.3 Community services that are accessible and responsive to the community's needs	Provide ways of accessing services that meet the requirements of people of all abilities.	<ul style="list-style-type: none"> <li>• Continue to support the elderly to remain at home and participate in their own communities.</li> <li>• Review Community Access Plan. - <b>Adopted March 2017</b></li> <li>• Improve facilities at parks and water reserves to ensure they are accessible to all.</li> <li>• Foster the growth and quality of preschool, primary and secondary educational services to attract and retain families in the municipality.</li> <li>• Support the development of community groups that address social and recreational need for elderly groups within the community i.e. Men's Sheds, mothers groups, carers support groups, etc.</li> <li>• Ensure adequate HACC funding and service delivery.</li> <li>• Continue to support the development of youth in our communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued provision of the Commonwealth Home Supported Program including Regional Assessment Officers.</li> <li>• Major funding applications in for Warracknabeal, minor for Minyip, Murtoa and Hopetoun kinders.</li> <li>• Employ an Early Years Engagement Officer in partnership with Rural Northwest to deliver support in the Early Years environment.</li> <li>• Seek additional recurrent Youth Funding.</li> <li>• Advocate for childcare funding opportunities in Dunmunkle.</li> </ul>
2.4 Community facilities that are developed and maintained	Maintain facilities for the benefit of the community within asset management and resource constraints.	<ul style="list-style-type: none"> <li>• Foster further development independently and through involvement with regional industry/tourism groups.</li> <li>• Assist with providing/improving community infrastructure.</li> <li>• Review facilities and services needed to support the Silo Art Trail.</li> <li>• Advocate for business opportunities and create links within the region to assist travellers through the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement caravan park master plans across several sites as part of the Wimmera Mallee Tourism Trading of the Trails program through Great Outdoors funding and other opportunities.</li> <li>• Implementation of the Wimmera Mallee Silo Art Implementation Plan.</li> <li>• External refurbishment of Gateway BEET at Hopetoun.</li> </ul>
2.5 Advocacy for regional living	<p>Seek external support and assistance for the provision of good quality, affordable housing within communities across the Shire.</p> <p>Create opportunities for everyone to participate actively in community life.</p> <p>Continue resourcing tourism, event and festival funding.</p>	<ul style="list-style-type: none"> <li>• Promote a positive image of Council and its activities.</li> <li>• Provide opportunities and support initiatives that enable social connection.</li> <li>• Enhance tourism sites (silos, special buildings).</li> <li>• Engage with community and organisations to promote tourism.</li> <li>• Create links for tourism such as signage, itineraries, maps, marketing and sharing resources.</li> <li>• Develop tourism relationships with bordering Councils and Businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Work closely to deliver the Wimmera Mallee Tourism Destination Management Plan and Wimmera Mallee Tourism Trading off the Tourism Trails Project with a dedicated WMT Executive Officer.</li> <li>• Lobbying for increased telecommunication towers.</li> <li>• Support fixed wireless to small townships and rural areas to increase competition.</li> </ul>

#### 4 Year Council Plan

<b>What we will achieve:</b>	<b>Target</b>	<b>Measure/Source</b>
• Information signage located at our Art Silos.	June 2019	Council Data
• Combine with the local Committee of Management and State Government to provide an upgrade to the Warracknabeal Town Hall with the Council committed to contribute \$70,000 to the project.	June 2020	Council Data
• Upgrade Caravan Parks with better facilities.	June 2019	Council Data
• Increased visitor numbers to the local Caravan Parks.	Number of Visitors	Council Data
• Engage with community and organisations to promote tourism.	Reprint of Township Brochures	Council Data

# Strategic Objective 3. A safe and active Community and Sustainable Environment

**OBJECTIVE:** *Engage and empower our community and support our volunteers.*

## **Services/Activities:**

- Environmental Sustainability
  - Waste Management & Environment
  - Water use
  - Power consumption
  - Climate change
  - Street lighting
  - Beautification
- Active Recreation
- Law, Order & Public Safety
- Swimming areas
- Emergency Management

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
3.1 Assist Communities to develop and prosper	Support and engage youth to encourage them to be active in their communities and provide a future for small towns.	<ul style="list-style-type: none"> <li>• Support initiatives to enable people in rural areas to come together.</li> <li>• Support sporting and community organisations to develop and upgrade community sport and recreation facilities through relevant funding programs in accordance with Council plans and strategies.</li> <li>• Assist swimming pool committees of management with upgrade requirements.</li> <li>• Assist community based sporting organisations with the upgrade/renewal of sport and recreation infrastructure.</li> <li>• Review contribution policies and public risk issues for community committees.</li> <li>• Support and encourage business owners to keep their business front clean.</li> <li>• Improve support and funding for volunteer and community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek funding for Beulah, Brim and Rupanyup netball surfaces to ensure compliant facilities.</li> <li>• Repairs and refurbishment at Minyip Pool.</li> <li>• Upgrades to Tempy recreation reserve surface.</li> <li>• New lease and licence arrangements for all Council sites.</li> <li>• Continuation of SHARE grants including opportunities for improved business frontage and streetscapes.</li> </ul>
3.2 Community safety	<p>Provide ways of accessing services that meet the requirements of people of all abilities.</p> <p>Support the community in emergency management planning.</p>	<ul style="list-style-type: none"> <li>• Promote safe and healthy communities through active/proactive education programs in environmental health and a strong local laws presence.</li> <li>• Provide high level Municipal Emergency Management planning and preparedness, mitigation, response and recovery in accordance with Council's Municipal Emergency Management Plan.</li> <li>• Enhance the development and delivery of Councils risk and safety programs with a priority towards public safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Earthen levee for Warracknabeal.</li> <li>• Update the Community Action Relief Teams (CART) with a refresher course.</li> </ul>

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
3.3 Protected and enhanced natural environment	<p>Develop Environmental Policy for Council to apply to all operations.</p> <p>Develop and implement further strategies to minimise waste.</p>	<ul style="list-style-type: none"> <li>• Lead the community by adopting best practice waste management practices through review and implementation of the Regional Waste Management Strategy.</li> <li>• Strengthen local understanding of climate change and associated risks to enable communities to develop mitigation and adaptation responses.</li> <li>• Promote sustainable waste management practices.</li> <li>• Support sustainable development of the mineral sands mining industries and the provision of the required infrastructure.</li> <li>• Review operations of Transfer Stations/Landfills.</li> <li>• Consider the impact of climate change and provide education to the community to ensure sound environmental practice.</li> <li>• Construction of levee for flood protection.</li> <li>• <b>Upgrade of the Warracknabeal transfer Station including the closure of the unlicensed hard waste landfill and rehabilitation of the site.</b></li> </ul>	<ul style="list-style-type: none"> <li>• New Waste Management Strategy adopted by Council.</li> <li>• Implement a community trailer recycling program to reduce waste to landfill.</li> </ul>

#### **4 Year Council Plan**

<b>What we will achieve:</b>	<b>Target</b>	<b>Measure/Source</b>
• Completion of 90% of the road projects listed in the annual adopted Council Budget.	90%	Council Data
• Increase in the number of trees planted across the Shire.	Number of trees planted	Council Data
• Continue to provide funding to three SES units within the Municipality.	Annual Budget	Council Data
• In partnership with Murtoa Pool Committee and the State Government; review and upgrade the change rooms, kiosk and first aid room at the Murtoa Swimming Pool.	2019	Council Data
• Examine the possibility of a mobile transfer station for use at some of the smaller transfer station sites.	Recommendation to Council	Council Data

# Strategic Objective 4. A Planned Future

**OBJECTIVE:** *To plan for future service delivery and local community support as well as secure state and federal funding to maintain and upgrade roads, Council and community infrastructure.*

## **Services/Activities:**

- Infrastructure
  - Roads
  - Footpaths
  - Bridges
  - Buildings
- Aerodromes
- Other Heritage & Culture
- Transport services
- Public Halls
- Community & Economic Development
- Saleyards

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
4.1 Economic growth within the municipality	<p>Promote Yarriambiack Shire Council as a regional living destination.</p> <p>Support and encourage infrastructure, land use planning, events and services that support economic development and lifestyle opportunities.</p>	<ul style="list-style-type: none"> <li>• Support and assist communities in the development and promotion of special events, expo's and festivals.</li> <li>• Seek funding support for lake and weir pool infrastructure to enhance tourism and economic opportunities.</li> <li>• Provide support to existing businesses to grow and develop.</li> <li>• Foster the establishment and growth of business and industry groups.</li> <li>• Support the provision of recreational water for water bodies within the Yarriambiack Shire Council.</li> <li>• Support improvement to the NBN and mobile phone coverage across the region.</li> <li>• Explore and implement options for public Wi-Fi access.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and adoption of an Economic Development Strategy.</li> <li>• Great Outdoors funding to be actively sought for improving tourism park areas.</li> <li>• Provision of support by Council to Yarrilinks including office space, funding for trees and secretarial support.</li> <li>• Continued financial support for the Socio economic study in to the value of recreational water.</li> <li>• Support fixed wireless to small townships and rural areas to increase competition.</li> </ul>
4.2 A strong and diverse local economy	<p>Work in partnership with businesses and organisations to develop and promote business activity.</p>	<ul style="list-style-type: none"> <li>• Promote 'Buy Local' Campaign.</li> <li>• Support investigation of localised renewable energy generation facilities.</li> <li>• Foster linkages with local business and tourism associations to assist growth and prosperity of the retail, commercial and tourism sectors.</li> <li>• Foster the growth opportunities for specific sectors including manufacturing, mineral sands, retail, agriculture and grains research.</li> <li>• Actively participate in the Wimmera Mallee Sustainability Alliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Building Better Regions – Trading off the Tourism Trail workshops and business development to be delivered.</li> <li>• Participate in the Better Approvals Small Business Project to facilitate council statutory support for new and expanding businesses.</li> </ul>

<b>Strategic Objective</b>	<b>Current Strategies</b>	<b>Commitments, Documents or Projects</b>	<b>To be delivered in 19/20</b>
4.3 Long term asset management	<p>Manage and deliver a long term Capital Works Program to improve community infrastructure and facilities</p> <p>Prioritise risk and condition reports for all assets.</p>	<ul style="list-style-type: none"> <li>Planned improvements to local road surfaces, edges, drains, culverts and footpaths.</li> <li>Asset Management Plans.</li> <li>Ensure there is at least one safe, accessible place to cross the main street in each town.</li> <li>Lobby for increased Roads to Recovery (R2R) funding for local road upgrades of an ongoing nature.</li> <li>Prioritise community funding.</li> <li>Consult with community on buildings (etc) no longer needed.</li> <li>Advocate for grant funding.</li> <li>Continue to source additional road funding via alternative sources including the 'Roads to Market Program' and the 'Bridges to Recovery Program'.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and adopt a ten year asset management strategy and an Asset Lifecycle Policy.</li> <li>Adopt three Asset Management Plans</li> </ul>

#### 4 Year Council Plan

<b>What we will achieve:</b>	<b>Target</b>	<b>Measure/Source</b>
• Continue reconstruction of kerb and channel infrastructure for Murtoa and Minyip.	2019	Council Data
• Continue to seek funding for the upgrade of the aerodrome pavement in Hopetoun and Warracknabeal.	2021	Council Data
• Widening and upgrade works of Hopetoun-Yaaapeet and Dimboola-St Arnaud Roads.	2019	Council Data
• Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process.	2018	Council Data
• Advocate for improved digital connectivity (NBN & Mobile Coverage).	Increase in % of access to internet in the home	Council Data ABS

# Strategic Objective 5. Health and Wellbeing

**OBJECTIVE:** *Through effective planning and consultation, create environments for our communities that will enable residents to prosper and enjoy improved health and wellbeing.*

Strategic Objective	Current Strategies	Commitments, Documents or Projects	To be delivered in 19/20
5.1 Physical Activity	<p>Strengthen support for organisations or initiatives that aim to increase levels of physical activity.</p> <p>Expand the availability of suitable infrastructure and equipment to encourage physical activity.</p>	<ul style="list-style-type: none"> <li>• Provide funding <b>or support</b> participating schools on a bi-annual basis to assist in the implementation of VicHealth's Walk to School program.</li> <li>• Assist sporting groups with their application for VicHealth's Active Club Grants.</li> <li>• Explore potential funding opportunities to introduce residents to new sporting activities that are otherwise not locally available.</li> <li>• Maintain and promote Council's mobility maps to the elderly in our communities.</li> <li>• Liaise with sporting clubs to advise on grants that would be suitable to their specific needs.</li> <li>• Publicise funding opportunities in local media that focus on increasing physical activity.</li> <li>• Explore the possibility of making school play areas accessible after hours.</li> <li>• Investigate potential funding allocations to weir pool committees of management.</li> <li>• Allocate budgeted expenditure to progressively renew/replace gym equipment at the Warracknabeal Leisure Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued Walk to School annual program.</li> <li>• Gymnasium upgrades at Warracknabeal stadium.</li> <li>• Work with communities, in particular Minyip and Hopetoun who have identified community gyms as a priority.</li> </ul>
5.2 Healthy Eating	<p>Work with partners to support initiatives or policy aims to improve the consumption rate of fruit and vegetables in our community.</p> <p>Work with partners to develop programs that educate residents about healthy eating.</p>	<ul style="list-style-type: none"> <li>• Maintain support for community garden projects across the Shire.</li> <li>• Implement a healthy eating policy by offering healthy choices for Council catered functions and events.</li> <li>• Continue to support healthy eating policies at kindergartens and child care centres across the municipality.</li> <li>• Liase with health service providers to deliver information sessions to new parents about healthy eating for babies/children.</li> <li>• Maintain a strong partnership with the YChange program to promote healthy eating in the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek children's week funding for supporting healthy eating promotion.</li> </ul>
5.3 Family Violence & Gender Equality	<p>Increase support for initiatives that reduce the rate of family violence and gender inequity.</p> <p>Create positive awareness around family violence and gender inequity.</p>	<ul style="list-style-type: none"> <li>• Collaborate with other local community welfare and health service organisations to support regional initiatives that aim to reduce gender inequity and domestic violence.</li> <li>• Maintain support as a signatory for Women's Health Grampians initiative 'Communities of Respect &amp; Equality'.</li> <li>• Continue to convene the Act@Work reference group to implement training and programs relating to family violence and gender equality.</li> <li>• <b>Convene to review Act@Work program with more community/business education training programs in relation to family violence and gender equality.</b></li> <li>• Develop a communication strategy that promotes respectful relationships both in the workplace and in domestic settings.</li> <li>• Progressively review workplace policies to ensure that gender equality and respectful relationships remains a key determinant to a safe, healthy and enjoyable working environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated HR policies and procedures.</li> <li>• Appropriate training for staff around who are primary providers of direct service.</li> <li>• Implement gender equity engagement principles as developed by the shared Wimmera group of Councils.</li> <li>• Implement the new Gender Equality Act requirements.</li> </ul>

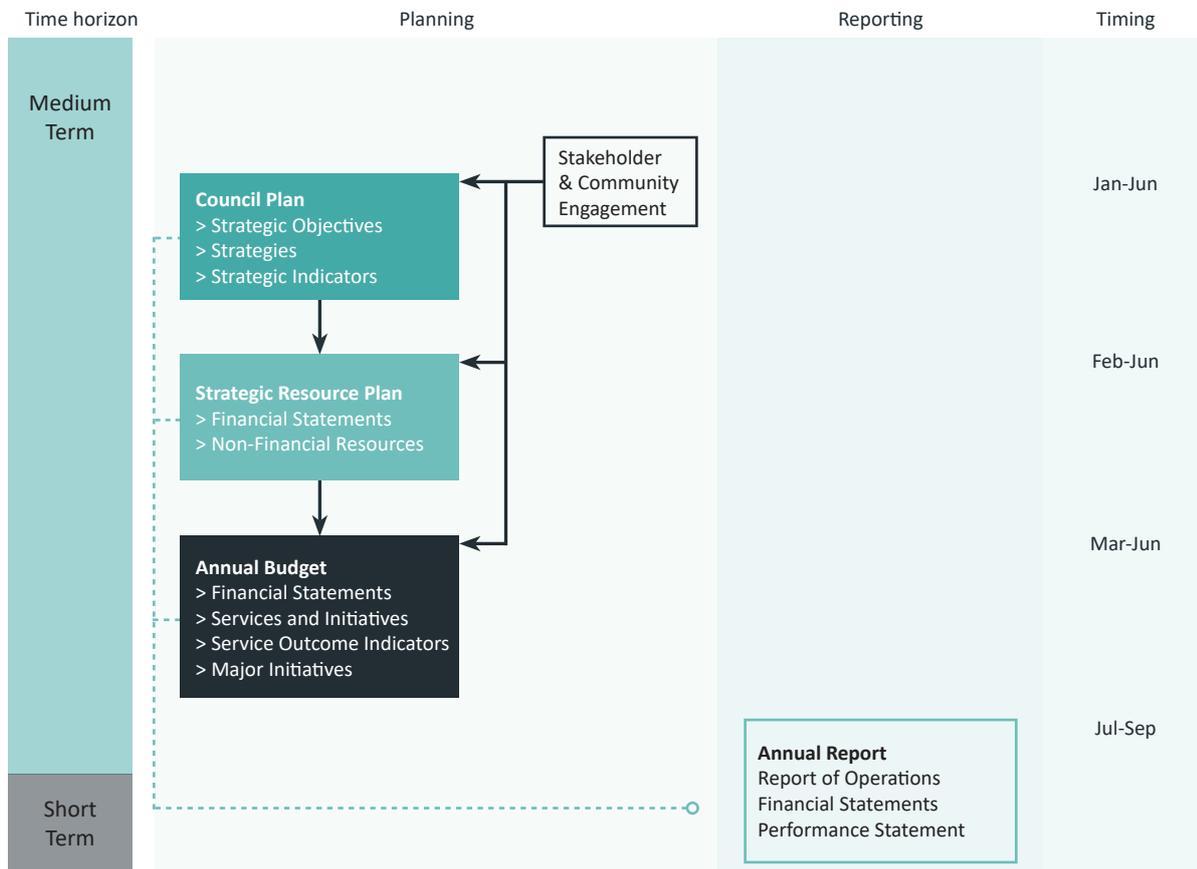
#### 4 Year Council Plan

<i>What we will achieve:</i>	<i>Target</i>	<i>Measure/Source</i>
• Increase active living.	Increase by 10% the proportion of adults, adolescents & children whom are sufficiently active by 2021.	Victorian Population Health Survey Data/ World Health Organisation Target/ Wimmera PCP Data/ Victorian Public Health & Wellbeing Outcomes Framework
• Increase healthy eating.	Increase by 16% the proportion of adults, adolescents & children that consume sufficient fruit and vegetables by 2021 to align with State average.  Decrease by 5% the proportion of adults, adolescents & children who consume sugar-sweetened beverages daily.	Victorian Population Health Survey/ Wimmera PCP Data/ Victorian Public Health & Wellbeing Outcomes Framework
• Participation in organised sport.	Increase by 5% the proportion of adults, adolescents & children participating in organised sport.	Victorian Population Health Survey/ Wimmera PCP Data/ Victorian Public Health & Wellbeing Outcomes Framework
• Reduce prevalence and impact of family violence.	A decrease in family violence notifications within the Shire.	Women's Health Grampians/ Victoria Police
• Increase gender equality .	70% of internal policies to have been reviewed and amended where relevant to increase focus on gender equality.	Council Data

## Planning and Accountability Framework

Council is committed to transparency and accountability to the community and other levels of government as to how our rate money is being spent and the quality of services delivered.

The following diagram shows the relationship between the key statutory planning and reporting documents that make up the planning and accountability framework.<sup>1</sup>



1. Adopted from the *Local Government Planning and Reporting: Better Practice Guide* Local Government Victoria

## How we will deliver this plan

*The plan's vision is driven by our stakeholder and community's vision for the municipality. To achieve this vision we all need to work together.*

*Council will play a strong leadership role in delivering this plan. We will commit to an organisation that:*

- carries out its core values and principals
- is committed to progressive governance
- is responsive with strong leadership and finds ways to do more with less
- makes the best use of its resources
- has effective business planning processes
- is working with partners and key stakeholders
- is innovative
- fosters and delivers innovation
- communicates effectively with the community
- builds on strong partnership opportunities
- advocates strongly on a wide range of issues.

### **Role of key partners**

The plan provides an opportunity to bring together key partners into a collaborative relationship dedicated to the pursuit of achieving the vision and strategic objectives as stated in the plan. Council will continue to facilitate opportunities to develop sustainable partnerships in the following areas:

- planning
- research
- strategic projects
- funding opportunities
- setting strategic directions
- advocacy
- programs
- resource sharing
- reporting on outcomes

## How we will report on our performance

### LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

The Victorian Government has been working with Councils to develop and continually review the Local Government Performance Reporting Framework (LGPRF) which ensures that all Councils are measuring and reporting on their performance in a consistent way.

The Local Government Amendment (Performance Reporting and Accountability) Act 2013, came into operation on 18 April 2014, and amended the Local Government Act 1989 in preparation for Victoria's new performance reporting framework.

The new legislation and framework improves public accountability, strategic and financial planning, and reporting requirements across local government.

From July 2014, the LGPRF became mandatory for implementation by Councils as part of the planning and reporting cycle for the 2014-2015 financial year.

Councils report against a standard set of indicators that allow benchmarking of results. This gives the community better access to information about how their Councils are performing across a range of areas. Results are published each year via [www.knowyourcouncil.vic.gov.au](http://www.knowyourcouncil.vic.gov.au).

A comprehensive range of service areas were initially considered with the list currently refined to nine (9) common local government services plus four (4) optional service areas.

A Governance and Management checklist also forms part of the framework to ensure Yarriambiack Shire Council have appropriate Policies, Plans and Frameworks in place surrounding areas such as Risk, Emergencies, Assets, Fraud, Community Engagement and Financial Management.

**WASTE COLLECTION**

**LIBRARIES**

**STATUTORY PLANNING**

**ANIMAL MANAGEMENT**

**MATERNAL AND CHILD HEALTH**

**ECONOMIC DEVELOPMENT (OPTIONAL)**

**IMMUNISATION (OPTIONAL)**

**AQUATIC CENTRES**

**ROADS**

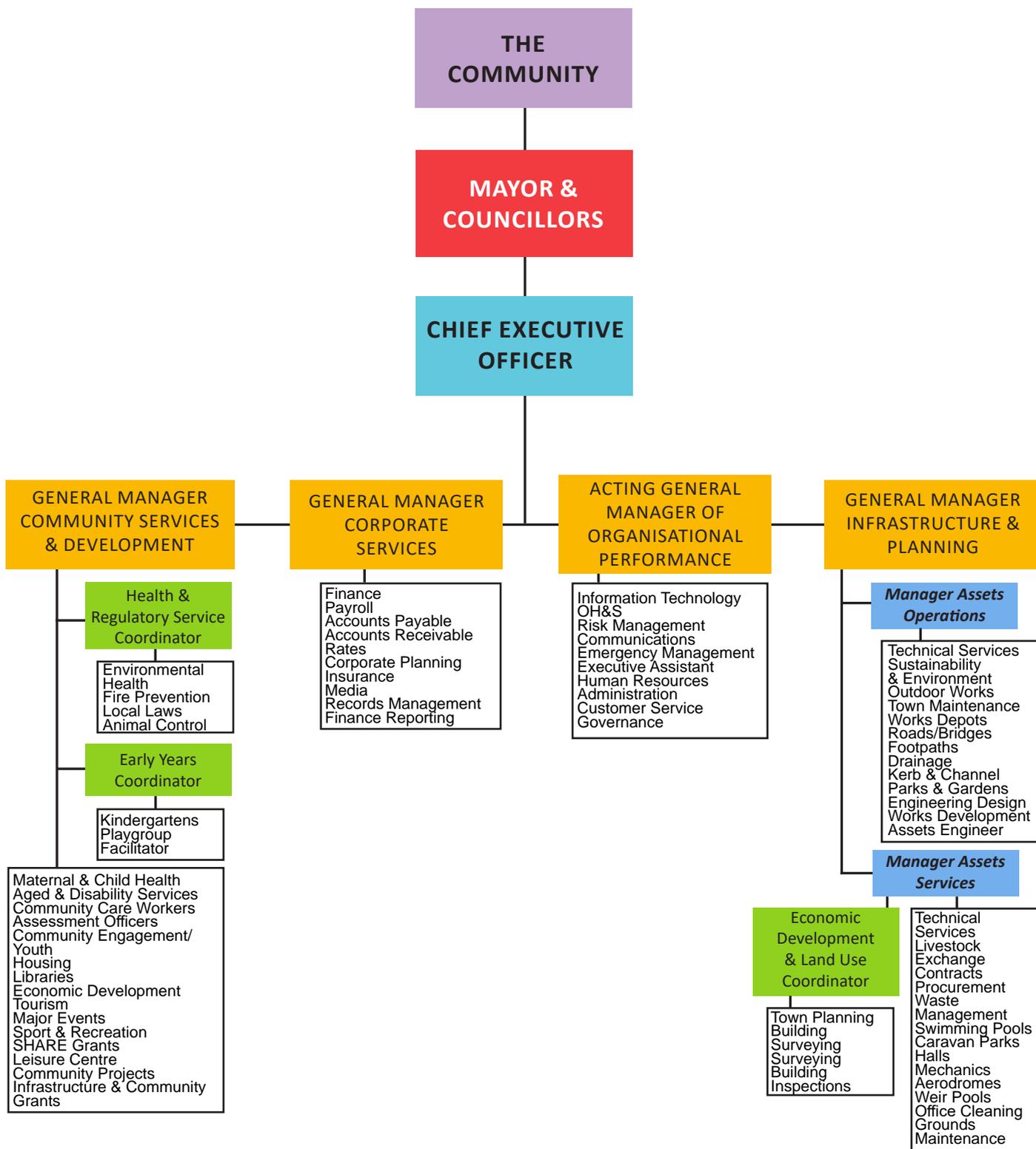
**GOVERNANCE**

**FOOD SAFETY**

**STREET SWEEPING (OPTIONAL)**

**SPORTS GROUNDS (OPTIONAL)**

## Organisational Structure





**Yarriambiack**  
SHIRE COUNCIL

# STRATEGIC RESOURCE PLAN



# STRATEGIC RESOURCE PLAN.

## How Yarriambiack Shire Council will Resource their Plan

### STRATEGIC RESOURCE PLAN

The Strategic Resource Plan identifies the financial and non-financial resources required over the four-year period of 2016-2020. The purpose of the Strategic Resource Plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the Council Plan priorities. It also helps to establish a basis from which to measure Council's adherence to its policies and strategies and to plan for long term financial sustainability for the municipality.

### DEVELOPMENT OF THE PLAN

The four-year Council Financial Plan has been prepared in accordance with the requirements of the Local Government Act 1989. The Act requires the Council to prepare and approve a four-year Council Plan, including a Strategic Resource Plan. The Strategic Resource Plan includes a four-year financial estimate that comprises the standard statements of the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works, Statement of Human Resources, 4-year Capital Works Expenditure and a Summary of planned Human Resources Expenditure.

The Strategic Resource Plan is revised annually as part of the annual review of the Council Plan and is also informed through the annual budget process. Projections are based on Council's four year priorities and ongoing service delivery levels.

### RESOURCES EXPENDITURE

The Strategic Resource Plan is revised annually as part of the annual review of the Council Plan and is also informed through the Annual Budget process. Projections are based on Council's four year priorities and ongoing service delivery levels. economic environment and key financial assumptions

The Strategic Resource Plan is prepared and revised annually based on the latest economic and financial information available at the time of its preparation. As economic and financial variables change over time, the plan is adjusted accordingly to take account of these movements. The key financial assumptions underpinning the Strategic Resource Plan are detailed in Table 1.

Table 1: Financial assumptions of Strategic Resource Plan

	2020/21	2021/22	2022/23	2023/24
<b><i>Rates Increase</i></b>				
CPI	1.95%	2.00%	2.00%	2.00%
Total revenue increase	2%	2%	2%	2%
Total cost increase	3%	3%	3%	3%
Investment returns	1.1%	1.1%	1.1%	1.1%

**The Strategic Resource Plan was developed through a rigorous process, and is based on the following key information:**

- Audited financial statements as at 30 June 2016.
- 2016-17 Council Budget.
- A range of assumptions about changes in future income and expenditure associated with meeting current levels of services
- Economic environment - financial indicators based on external sources.
- The need to comply with the principles of sound financial management as contained in the Act:
- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

# STRATEGIC RESOURCE PLAN.

## Key objectives of the financial plan

### THE KEY OBJECTIVES THAT UNDERPIN THE FINANCIAL PLAN INCLUDE:

- Maintain the existing range and level of service provision and where possible develop the capacity to grow and add new services.
- Maintain a strong cash position, ensuring that Council remains financially sustainable in the long term
- A trend towards an underlying operating surplus.
- Maintain debt levels below prudential guidelines.
- Continue to pursue recurrent grant funding for strategic capital funds from the State and Federal Governments.
- Provide for rate increases that establish a sustainable funding level, including increasing capital funding for asset renewal. A modest increase in rates is planned at 3.5% from 2016/17 to 2019/20, comprising annually of 2.5% for operations and 1.0% for further infrastructure renewal. This reflects expected general cost increases but does not allow for continued growth in service demand across the municipality. Any growth will need to be met through improving efficiencies in existing operations and services.
- Ensure critical asset renewal items are funded annually over the timeframe of the plan.
- Rating strategy that provides stability in the rate burden.

Yarriambiack Shire Council recognises the need for long-term financial planning and will embark on the development of a 10-year financial plan in future updates.

Table 2: Key financial indicators of the Strategic Resource Plan

Key Financial Indicators	Budget	Strategic Resource Plan Projections		
	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's
Surplus/(deficit) for the year	962	215	(190)	(413)
Adjusted underlying result	1,704	2,015	2,404	4,664
Cash and investments balance	3,133	2,618	1,871	924
Cash flows from operations	6,125	5,806	5,572	5,523
Capital works expenditure	8,733	6,531	6,537	6,709

# STRATEGIC RESOURCE PLAN

Yarriambiack Shire Council budgeted comprehensive income statement for the four years ending 30 June 2024

	Budget	Strategic Resource Plan Projections		
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Income</b>				
Rates and charges	12,862	13,068	13,330	13,596
Statutory fees and fines	187	183	187	190
User fees	966	963	981	1,000
Grants - operating	8,633	6,680	6,641	6,753
Grants - capital	2,666	2,227	2,214	2,251
Contributions - monetary	234	235	240	244
Net gain/(loss) on disposal of property, infrastructure, plant & equipment	(72)	(77)	(82)	(87)
Other income	46	48	49	50
<b>Total Income</b>	<b>25,522</b>	<b>23,326</b>	<b>23,559</b>	<b>23,997</b>
<b>Expenses</b>				
Employee costs	10,776	10,425	10,660	10,902
Materials and services	6,138	4,857	5,017	5,187
Depreciation	5,193	5,349	5,510	5,675
Bad and doubtful debts	1	1	1	1
Contributions and donations	674	669	682	695
Finance costs - leases	-	-	-	-
Borrowing costs	60	62	64	66
Other expenses	1,718	1,748	1,815	1,884
<b>Total expenses</b>	<b>24,560</b>	<b>23,111</b>	<b>23,815</b>	<b>24,410</b>
<b>Surplus/(deficit) for the year</b>	<b>962</b>	<b>215</b>	<b>(190)</b>	<b>(413)</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods</b>				
Net asset revaluation increment/(decrement)	500	500	500	500
<b>Total comprehensive result</b>	<b>1,462</b>	<b>715</b>	<b>310</b>	<b>87</b>

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

# STRATEGIC RESOURCE PLAN

Yarriambiack Shire Council budgeted balance sheet for the four years ending 30 June 2024

	Budget	Strategic Resource Plan Projections		
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	3,133	2,618	1,871	924
Trade and other receivables	1,734	1,500	1,530	1,561
Other financial assets	765	780	796	812
Inventories	612	624	637	649
Other assets	330	339	350	360
<b>Total current assets</b>				
<b>Non-current assets</b>				
Other financial assets	258	263	268	274
Investments in associates and joint ventures	133	135	138	141
Property, infrastructure, plant & equipment	148,797	150,479	152,006	153,540
<b>Total non-current assets</b>	<b>149,187</b>	<b>150,877</b>	<b>152,412</b>	<b>153,954</b>
<b>Total assets</b>	<b>155,760</b>	<b>156,739</b>	<b>157,596</b>	<b>158,260</b>
<b>Liabilities</b>				
Trade and other payables	1,133	1,167	1,471	1,780
Trust funds and deposits	31	32	33	34
Provisions	2,478	2,716	2,967	3,239
Interest-bearing liabilities	21	21	16	-
<b>Total current liabilities</b>	<b>3,662</b>	<b>3,936</b>	<b>4,487</b>	<b>5,053</b>
<b>Non-current liabilities</b>				
Provisions	561	572	584	595
Interest-bearing liabilities	37	16	-	-
<b>Total non-current liabilities</b>	<b>598</b>	<b>588</b>	<b>584</b>	<b>595</b>
<b>Total liabilities</b>	<b>4,260</b>	<b>4,524</b>	<b>5,071</b>	<b>5,648</b>
<b>Net assets</b>	<b>151,500</b>	<b>152,215</b>	<b>152,525</b>	<b>152,612</b>
<b>Equity</b>				
Accumulated surplus	74,226	74,441	74,251	73,838
Reserves	77,274	77,774	78,274	78,774
<b>Total equity</b>	<b>151,500</b>	<b>152,215</b>	<b>152,525</b>	<b>152,612</b>

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

# STRATEGIC RESOURCE PLAN

## Yarriambiack Shire Council budgeted changes in equity for the four years ending 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019/2020 Forecast</b>				
Balance at beginning of the financial year	147,687	71,913	75,759	15
Surplus/(deficit) for the year	1,351	1,351	-	-
Net asset revaluation increment/(decrement)	1,000	-	1,000	-
<b>Balance at end of the financial year</b>	<b>150,038</b>	<b>73,264</b>	<b>76,759</b>	<b>15</b>
<b>2020/2021 Budget</b>				
Balance at beginning of the financial year	150,038	73,264	76,759	15
Surplus/(deficit) for the year	962	962	-	-
Net asset revaluation increment/(decrement)	500	-	500	-
<b>Balance at end of the financial year</b>	<b>151,500</b>	<b>74,226</b>	<b>77,259</b>	<b>15</b>
<b>2021/2022 Strategic Resource Plan</b>				
Balance at beginning of the financial year	151,500	74,226	77,259	15
Surplus/(deficit) for the year	215	215	-	-
Net asset revaluation increment/(decrement)	500	-	500	-
<b>Balance at end of the financial year</b>	<b>152,215</b>	<b>74,441</b>	<b>77,759</b>	<b>15</b>
<b>2022/2023 Strategic Resource Plan</b>				
Balance at beginning of the financial year	152,215	74,441	77,759	15
Surplus/(deficit) for the year	(190)	(190)	-	-
Net asset revaluation increment/(decrement)	500	-	500	-
<b>Balance at end of the financial year</b>	<b>152,525</b>	<b>74,251</b>	<b>78,259</b>	<b>15</b>
<b>2023/2024 Strategic Resource Plan</b>				
Balance at beginning of the financial year	152,525	74,251	78,259	15
Surplus/(deficit) for the year	(413)	(413)	-	-
Net asset revaluation increment/(decrement)	500	-	500	-
<b>Balance at end of the financial year</b>	<b>152,612</b>	<b>73,838</b>	<b>78,759</b>	<b>15</b>

*The above statement of changes in equity should be read in conjunction with the accompanying other information.*

# STRATEGIC RESOURCE PLAN

Yarriambiack Shire Council budgeted statement of cash flows for the four years ending 30 June 2024

	Budget	Strategic Resource Plan Projections		
	2020/21 \$'000 Inflows (Outflows)	2021/22 \$'000 Inflows (Outflows)	2022/23 \$'000 Inflows (Outflows)	2023/24 \$'000 Inflows (Outflows)
<b><i>Cash flows from operating activities</i></b>				
Rates and charges	11,128	11,568	11,800	12,035
Statutory fees and fines	187	183	187	190
User fees	966	963	981	1,000
Grants - operating	8,633	6,680	6,641	6,753
Grants - capital	2,666	2,227	2,214	2,251
Contributions - monetary	234	235	240	244
Interest received	46	48	49	50
Net GST refund/payment	1,572	1,603	1,636	1,668
Employee costs	(10,776)	(10,425)	(10,660)	(10,902)
Materials and services	(6,138)	(4,857)	(5,017)	(5,187)
Other payments	(2,393)	(2,418)	(2,498)	(2,580)
<b>Net cash provided by/(used in) operating activities</b>	<b>6,125</b>	<b>5,806</b>	<b>5,572</b>	<b>5,523</b>
<b><i>Cash flows from investing activities</i></b>				
Payments for property, infrastructure, plant and equipment	(8,733)	(6,531)	(6,537)	(6,709)
Proceeds from sale of property, infrastructure, plant and equipment	234	293	299	305
<b>Net cash used in investing activities</b>	<b>(8,446)</b>	<b>(6,238)</b>	<b>(6,238)</b>	<b>(6,404)</b>
<b><i>Cash flows from financing activities</i></b>				
Finance costs	(60)	(62)	(64)	(66)
Repayment of borrowings	(21)	(21)	(16)	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(81)</b>	<b>(83)</b>	<b>(80)</b>	<b>(66)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(2,402)</b>	<b>(515)</b>	<b>(746)</b>	<b>(947)</b>
Cash and cash equivalents at the beginning of the financial year	5,534	3,133	2,618	1,871
<b>Cash and cash equivalents at the end of the financial year</b>	<b>3,133</b>	<b>2,618</b>	<b>1,871</b>	<b>924</b>

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

# STRATEGIC RESOURCE PLAN

Yarriambiack Shire Council budgeted statement of capital works for the four years ending 30 June 2024

	Budget	Strategic Resource Plan Projections		
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<i>Property</i>				
Buildings	640	250	110	110
Heritage buildings	183	5	5	5
<b>Total property</b>	<b>823</b>	<b>255</b>	<b>115</b>	<b>115</b>
<i>Plant and equipment</i>				
Plant, machinery and equipment	1,139	1,000	1,000	1,000
Fixtures, fittings and furniture	7	7	7	7
Computers and telecommunications	35	42	43	43
Library Books	20	20	20	20
<b>Total plant and equipment</b>	<b>1,201</b>	<b>1,069</b>	<b>1,070</b>	<b>1,070</b>
<i>Infrastructure</i>				
Roads	6,187	4,925	5,063	5,226
Bridges	50	51	53	55
Footpaths	100	103	106	109
Kerb and channel	200	79	81	84
Drainage	27	29	29	30
Recreational, leisure and community facilities	135	10	10	10
Waste management	-	-	-	-
Parks, open space and streetscapes	10	10	10	10
<b>Total infrastructure</b>	<b>6,709</b>	<b>5,207</b>	<b>5,352</b>	<b>5,524</b>
<b>Total capital works expenditure</b>	<b>8,733</b>	<b>6,531</b>	<b>6,537</b>	<b>6,709</b>
<b>Represented by:</b>				
New asset expenditure	1,072	531	417	467
Asset renewal expenditure	4,511	4,000	4,080	4,162
Asset upgrade expenditure	3,150	2,000	2,040	2,081
<b>Total capital works expenditure</b>	<b>8,733</b>	<b>6,531</b>	<b>6,537</b>	<b>6,709</b>
<b>Funding sources represented by:</b>				
Grants	3,283	2,227	2,214	2,251
Contributions	33	20	21	21
Council Cash	5,416	4,284	4,303	4,437
<b>Total capital works expenditure</b>	<b>8,733</b>	<b>6,531</b>	<b>6,537</b>	<b>6,709</b>

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

# STRATEGIC RESOURCE PLAN

Yarriambiack Shire Council budgeted statement of human resources for the four years ending 30 June 2024

	Budget	Strategic Resource Plan Projections		
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<i>Staff expenditure</i>				
Employee costs - operating	10,776	10,425	10,660	10,902
Employee costs - capital	1,521	1,411	1,440	1,469
<b>Total staff expenditure</b>	<b>12,297</b>	<b>11,836</b>	<b>12,100</b>	<b>12,371</b>
<i>Staff numbers</i>				
Employees	120	117	117	117
<b>Total staff numbers</b>	<b>120</b>	<b>117</b>	<b>117</b>	<b>117</b>

*The above statement of human resources should be read in conjunction with the accompanying notes.*

# STRATEGIC RESOURCE PLAN

## Yarriambiack Shire Council budgeted statement of planned resources expenditure for the four years ending 30 June 2024

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<i>Community Services</i>				
- permanent full time	451	460	469	478
- permanent part time	2,016	2,055	2,095	2,136
<b>Total Community Services</b>	<b>2,467</b>	<b>2,515</b>	<b>2,564</b>	<b>2,614</b>
<i>Corporate Services</i>				
- permanent full time	757	772	787	802
- permanent part time	100	102	104	106
<b>Total Corporate Services</b>	<b>857</b>	<b>874</b>	<b>891</b>	<b>908</b>
<i>Economic Development</i>				
- permanent full time	239	244	248	253
- permanent part time	157	159	162	165
<b>Total Economic Development</b>	<b>446</b>	<b>403</b>	<b>410</b>	<b>418</b>
<i>Engineering</i>				
- permanent full time	3,946	4,023	4,101	4,181
- permanent part time	24	26	26	26
<b>Total Engineering</b>	<b>3,969</b>	<b>4,079</b>	<b>4,127</b>	<b>4,207</b>
<i>Governance</i>				
- permanent full time	1,197	1,220	1,244	1,268
- permanent part time	125	127	130	132
<b>Total Governance</b>	<b>1,322</b>	<b>1,347</b>	<b>1,374</b>	<b>1,400</b>
<i>Recreation &amp; Culture &amp; Leisure</i>				
- permanent full time	180	183	187	191
- permanent part time	140	143	145	148
<b>Total Recreation &amp; Culture &amp; Leisure</b>	<b>320</b>	<b>326</b>	<b>332</b>	<b>339</b>
<i>Regulatory Services</i>				
- permanent full time	577	588	600	611
- permanent part time	71	72	74	75
<b>Total Regulatory Services</b>	<b>605</b>	<b>660</b>	<b>674</b>	<b>686</b>
<i>Waste &amp; Environment</i>				
- permanent full time	796	811	827	843
- permanent part time	-	-	-	-
<b>Total Waste &amp; Environment</b>	<b>796</b>	<b>811</b>	<b>827</b>	<b>843</b>
<b>TOTAL STAFF EXPENDITURE</b>	<b>10,776</b>	<b>11,015</b>	<b>11,199</b>	<b>11,415</b>

# STRATEGIC RESOURCE PLAN

*Yarriambiack Shire Council budgeted statement of planned resources expenditure for the four years ending 30 June 2024*

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

<b>STAFF NUMBERS</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<i>Community Services</i>				
- permanent full time	4	4	4	4
- permanent part time	20	19	19	19
<b>Total Community Services</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>23</b>
<i>Corporate Services</i>				
- permanent full time	5	5	5	5
- permanent part time	1	1	1	1
<b>Total Corporate Services</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<i>Economic Development</i>				
- permanent full time	2	2	2	2
- permanent part time	2	2	2	2
<b>Total Economic Development</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<i>Engineering</i>				
- permanent full time	67	65	65	65
- permanent part time	-	-	-	-
<b>Total Engineering</b>	<b>67</b>	<b>65</b>	<b>65</b>	<b>65</b>
<i>Governance</i>				
- permanent full time	5	5	5	5
- permanent part time	2	2	2	2
<b>Total Governance</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<i>Recreation &amp; Culture &amp; Leisure</i>				
- permanent full time	2	2	2	2
- permanent part time	2	2	2	2
<b>Total Recreation &amp; Culture &amp; Leisure</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<i>Regulatory Services</i>				
- permanent full time	5	5	5	5
- permanent part time	1	1	1	1
<b>Total Regulatory Services</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<i>Waste &amp; Environment</i>				
- permanent full time	3	3	3	3
- permanent part time	-	-	-	-
<b>Total Waste &amp; Environment</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>TOTAL STAFF</b>	<b>120</b>	<b>117</b>	<b>117</b>	<b>117</b>

# WIMMERA MALLEE – SILO COUNTRY

The Silo Art Trail celebrates regional Australia in a modern and accessible artistic context. The silos have been strategically selected for maximum visual impact and to ensure visitors have the opportunity to engage with multiple communities and outback tourism destinations in the Wimmera and Mallee region.

Historically, silos are a place for the farming communities to come together during harvest, exchange news and stories and re-connect with old friends while the grain is unloaded. Of late, changes in the agricultural industry have led to many communities losing active silo sites. The Silo Art Trail has provided an opportunity to reinvigorate decommissioned sites and celebrate local communities and farming history.



## BRIM

Guido Van Helten captured the imagination of Australia in December 2015 when he undertook a gigantic painting on the Brim Silos. The Brim Silo Art generated inspiration for the Silo Art Trail and Guido's mural will remain an iconic tribute to the farming communities of the Wimmera and Mallee region.



## PATCHEWOLLOCK

Fintan Magee is a Brisbane based street artist who painted the Patchewollock Silos in October 2016. Local farmer 'Noodle Hulland' was chosen for the inspiration of the artwork because he was slim enough to fit the two narrow silos and had "that classic farmer look", embodying the locals' spirit.



## RUPANYUP

Russian Artist Julia Volchkova is actively involved in the graffiti and street art movement in the places she travels and has recently completed the huge metal grain storage bins in Rupanyup as part of the Silo Art Trail. Julia's work focuses on portraits and the Rupanyup Silo Art mural is inspired by the Rupanyup Panthers Football & Netball Club.

## SHEEP HILLS

Adnate is an internationally renowned street artist, famous for his work with Aboriginal communities across Australia and completed the mural in December 2016. The four indigenous faces now watch over the tiny community of Sheep Hills and the starry background of the towering portraits has symbolic significance to the local people.

*The Silo Art Trail will continue in 2017 with murals created in Lascelles and Rosebery.*

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**Yarriambiack**  
SHIRE COUNCIL

Check out Yarriambiack Tourism Association & Wimmera Mallee Tourism at  
[www.yarriambiack.vic.gov.au](http://www.yarriambiack.vic.gov.au) and [www.wimmeramalleetourism.com.au](http://www.wimmeramalleetourism.com.au)

*The photos within this publication have been taken from various locations across the Municipality.*

