



Finance and Accounting Support Team (FAST) 2016-2018

Mid-way program report and findings

Author

Local Government Victoria

Victorian Department of Environment, Land, Water and Planning

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Introduction

The Finance and Accounting Support Team (FAST) program was announced in the 2016-17 Victorian Government budget. The FAST program is managed by Local Government Victoria (LGV), a division of the Department of Environment, Land, Water and Planning. The program was funded at \$3.2 million over four years to help improve the financial sustainability of rural and regional councils.

At the midpoint of the FAST program, LGV has evaluated work done to date and is providing this report to the local government sector to inform on the Program's progress to date.

This report details the FAST program's activities and expenditure in 2016-17 and 2017-18 and discusses the major findings from current and completed projects.

FAST is being delivered via three work streams:

- Stream One – expert financial support
- Stream Two – grants program
- Stream Three – research and development

To date, thirty-three rural and regional councils are participating, or have participated, in Stream One and/or Stream Two of the FAST program.

The total amount allocated to councils for all three streams was **\$1.4 million** as at 30 June 2018.

FAST Program summary

Stream One - Expert financial support

Stream One provides specialist accounting and finance advice and support to rural councils on a project by project basis. It makes use of an expert panel of consultants managed by LGV.

The FAST Panel has expertise in local government accounting, finance, asset management, service planning, reporting, budgeting, forecasting, systems thinking, strategic planning and management.

Members of the FAST Panel are available to provide expert financial assistance and support predominantly through Stream One and Stream Three of the program. A package of support to a rural council is designed and delivered in collaboration with LGV and a selected member of the FAST Panel.

The current members of the FAST Panel are:

- AFS & Associates
- CT Management
- Ernst & Young
- Grant Thornton
- HLB Mann Judd
- Impact Consulting Group
- KPMG
- Mach 2 Consulting
- T G Matthews
- Crowe Horwath

Stream One projects

There were five successful applications made under FAST Stream One during 2016-17 and another five successful applications in 2017-18. Some councils have received approval for more than one project.

A map showing the geographic spread of councils currently participating in Stream One is on page 4. Details of the status of each project are at Appendix One. The total amount of Stream One funding allocated was **\$620,519.00** as at 30 June 2018.

Year	Projects
2016-17	5
2017-18	5

Applications have ranged from requests for help to modernise charts of accounts to asset management planning to reviewing service planning processes to help long-term planning and financial sustainability.

High level comments are provided on pages 7-8 for completed Stream One projects, however due to the complexity and confidentiality of some elements of these projects, council contact details are provided if more information is sought.

Upon project completion, a final report prepared by the designated member of the FAST Panel is submitted to the FAST program team.

Stream Two - Grants program

Stream Two provides grants to fund groups of rural and regional councils to explore opportunities for shared services and collaborative procurement that are more financially sustainable or improve services.

The Stream funds a business case or feasibility study (or similar) by the council group. The funding does not support the implementation of projects.

This stream complements the Victorian Government's Collaborative Council-Sustainability Fund Program (CCSFP) and the Rural Council Transformation Program, also administered by LGV. Both were established to help fulfil Action 5 of the *Ministerial Statement on Local Government 2015*; supporting innovative and sustainable business practices.

These grants aim to accelerate implementation of collaborative procurement and shared services to help improve council performance, link councils to share best practice and raise standards across the sector. An emphasis on organisational learning and development is a focus of Stream Two, supporting councils to better understand how collaborative approaches can be effectively implemented.

Stream Two projects

The first funding round of FAST Stream Two closed on 24 February 2017, with a total of ten applications received. Following evaluation, seven projects were approved.

A further three rounds of funding have been offered, allocating a total of **\$546,900.00** as at 30 June 2018. Details of the status of each project are in Appendix Two.

Round	Projects funded	No. of councils	\$ value
1	7	20	\$ 435,750
2	0	0	0
3	2	8	\$ 74,500
4	1	3	\$ 36,650

Towards the final stages of a project, a project acquittal is required to be completed by the lead council, along with milestone reporting over the course of the project. High level insights identified by councils from their completed projects are provided on pages 8-10.

A map showing the geographic spread of councils currently participating in Stream Two collaborative projects is on page 5.

Stream Three - Research and development

Based on learnings from Stream One and Two, and analysis and research by LGV, Stream Three develops and revises policy and guidance in local government finance for the entire local government sector.

Stream Three projects

The local government Model Budget and the Model Financial Accounts templates provide local governments with clear guidance to ensure their financial reports meet the requirements of the Australian Accounting Standards and *Local Government Act 1989* and provide their communities with essential information related to their financial health and strategic direction. Each new annual edition of the templates and guidance is supported by roadshows around the state.

Several new Australian Accounting Standards are soon to be introduced for 2019-20 which will have a material impact on all councils. This is a key topic to be addressed under this stream in collaboration with Local Government Financial Professionals (FinPro), including updates to the Model Financial Accounts and Model Budget in 2018-19.

The FAST Program has also conducted research into the impact on rural and regional councils arising from changes to the Commonwealth Government funded Home and Community Care program. This work is still in progress with a completion date of early 2019.

The total amount of Stream Three funding allocated was **\$183,636.00** as at 30 June 2018.

Chart 1 – Geographic spread of Stream One projects 2016-18

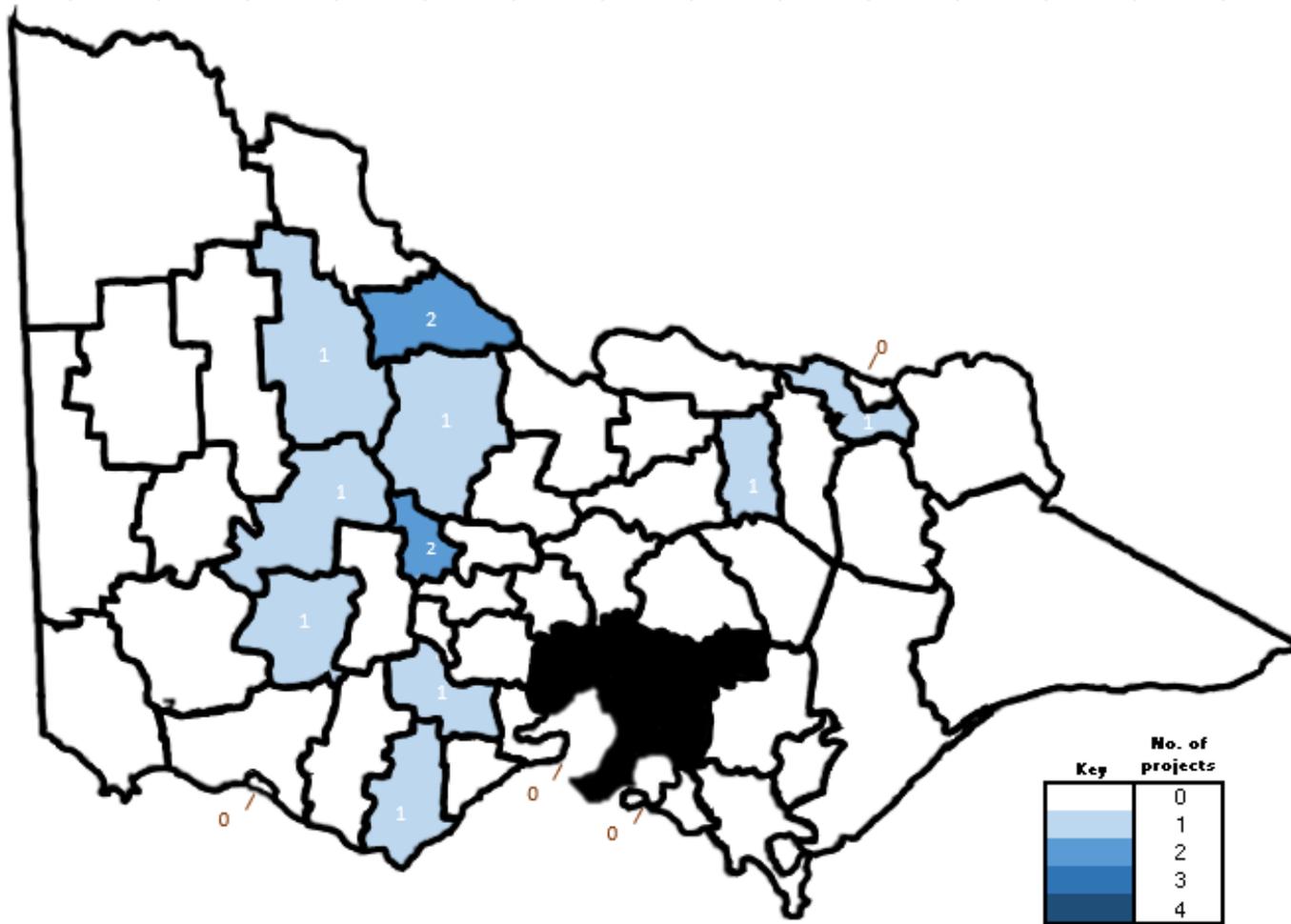
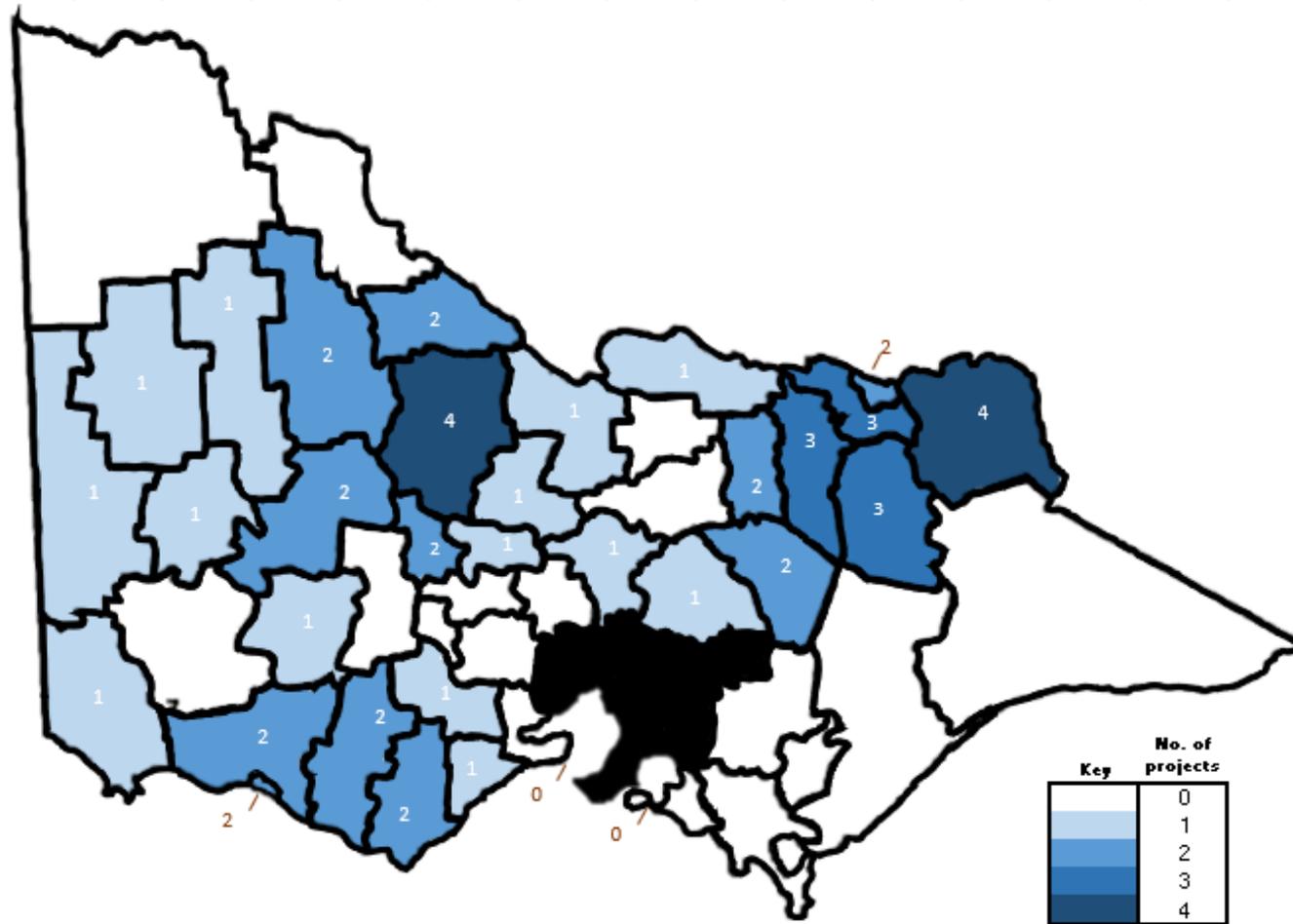


Chart 3 – Geographic spread of Stream One and Stream Two projects combined 2016-18



Stream One completed projects

Gannawarra Shire Council – procurement model review

Background

Gannawarra Shire Council's (GSC) executive team identified a need to review its procurement model. The aim of the review was to help improve engagement, internal processes and embed more effective planning of organisation-wide procurement activities to align with best practice and continue to deliver best value outcomes for its community.

Process

Through a series of workshops between LGV and key GSC stakeholders a broad snapshot of current procurement capability was established. The assessments were linked to the themes of People, Process and Price to shape the project.

Outcome

A detailed report with recommendations of a staged transformation process and roadmap of key organisational actions over a 3-year timeframe.

To learn more, please contact

Ms Silke Therhaag
Program Coordinator
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Gannawarra Shire Council
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Indigo Shire Council – service plan and long-term financial plan

Background

Indigo Shire Council (ISC) applied for support to review its long-term financial planning.

Process

To assist ISC, the designated FAST Panel consultant undertook site visits to fully understand the needs of council in relation to its Long Term

Financial Plan (LTFP), the Service Plan and Service Review process and any training needs.

Outcome

In collaboration with key ISC staff, the consultant developed:

- A Long Term Financial Plan (LTFP) tool that allows for long term planning and scenario work. This model is based on the open source Institute of Public Works Engineering Australasia LTFP tool;
- An updated Service Plan document, taking into account models adopted by other councils. This included a service planning project trial of several service areas to test the document; and
- Training in the use of the tools so that council staff could take ownership of the process and train other staff internally.

To learn more, please contact

Mr Greg Pinkerton
Director, Corporate Services
Indigo Shire Council
T: 0428 114 251
E: greg.pinkerton@indigoshire.vic.gov.au

Northern Grampians Shire Council – new ATO reporting requirements

Background

The Australian Taxation Office (ATO) requires that government entities, including local government, electronically report selected payments to them commencing with the 2017-18 financial year.

Councils must report their payments made from 1st July 2017. The first report was due to the ATO by the end of August 2018.

Process

A FAST consultant was appointed to assist Northern Grampians Shire Council (NGSC) prepare for the first reporting period.

Outcome

The consultant worked with NGSC to:

- Develop a procedure determining which purchasing category (or categories) a received invoice (or credit note) falls in to;
- Apply purchasing categories to purchases which have not yet been categorised (those received since 1st July 2017);

- Have systems in place to categorise purchases received in to the future; and
- Tested ATO reporting procedures prior to the August 2018 deadline.

To learn more, please contact

Ms Jay Petty
 Manager Financial Services
 Northern Grampians Shire Council
 T: 03 5358 8777
 E: jay.petty@ngshire.vic.gov.au

Stream Two completed projects

With the Stream Two emphasis on organisational development and learning, a compulsory project acquittal report requires each lead council to reflect on the experience of council collaboration and inform the FAST program team of the benefits and challenges. These are summarised below for each project as ‘project lessons learned’.

Shared finance solutions – technology and workforce

Lead Council

Alpine Shire Council.

Partner Council

Towong Shire Council.

Scope

Develop a comprehensive business case for a shared financial transaction processing solution across the Alpine and Towong Shire Councils.

Outcome

The project broadly met the scope with a suite of integrated subscription-based solutions, centred around Xero accounting software, as the primary financial system at both councils.

The financial platform live trial enhanced accounts payable and payroll services and a partial accounts receivable function allowing councils to receive web-based payments for some services.

Both councils chose to keep the accounts receivable components related to rates and animal registrations out of the project scope.

Project Lessons Learned

Delays are inevitable with personnel changes and changes to approach. Don't assume that an approach and project plan will remain unchanged if key personnel change. Detailed documentation of initial project stages and meetings assist with any handover required.

Beware software that is relatively young and untested. While some plug and play integrations may seem ideal, they may still be under development. This can lead to a number of issues and delays where bugs are identified and require fixing. Software product changes require review and changes to internal processes, additional training and support.

Compromises due to scope creep and changes to project direction. These may increase project value but can cause inevitable delays or require additional resources. Keep to a minimum where possible.

Dedicated project resource can be held back if key internal personnel are unavailable when required. While a project may have a dedicated project manager, delays are inevitable when other key personnel are unavailable during key stages of the project. Where possible build additional redundancy for this and try to identify and build into the project.

To learn more, please contact

Ms Nathalie Cooke
 Director Corporate
 Alpine Shire Council
 T: 0439 617 324
 E: nathaliec@alpineshire.voc.gov.au

Shared service delivery of core Enterprise Resource Planning systems

Lead Council

Corangamite Shire Council.

Partner Councils

Moyne Shire Council and Warrnambool Shire Council.

Scope

The participating councils collaborated to determine the feasibility of integrating their core Information Communication and Technology Enterprise Resource Planning functions into a shared service model with the long-term objective of delivering corporate services more efficiently through innovative technology and services.

Outcome

The participating councils were satisfied the project delivered on the brief and identified potential benefits, including a positive return on investment for all councils moving to a shared technology platform. The project has now formed the basis for an application to the Rural Councils Transformation Program.

Project Lessons Learned

Expertise and funding. Transitioning to a shared service model is not without risk, not the least of which is an engaged vendor and the availability of funding to assist in its realisation.

Have a clear rationale. Where feasible ensure an Investment Logic Mapping exercise is completed.

Early engagement. Engage earlier with senior representatives of vendors/suppliers to procure better co-operation throughout the lifecycle of a project.

To learn more, please contact

Mr David Rae
Director Corporate and Community Services
Corangamite Shire Council
T: 0427 838 272
E: david.rae@corangamite.vic.gov.au

Wimmera Councils – developing shared services

Lead Council

Horsham Rural City Council.

Partner Councils

Hindmarsh Shire Council, Northern Grampians Shire Council, West Wimmera Shire Council, Yarriambiack Shire Council.

Scope

The key objective was to review the feasibility of implementing shared services arrangements within the Wimmera and Southern Mallee region councils to improve sustainability through shared services, collaborative procurement and capacity building.

Outcome

The project identified several services with opportunities for sharing. There was a broad acceptance of the benefits that could be derived from sharing a service in terms of improved service delivery and cost reductions.

There was also a recognition of some significant barriers – namely, determining which services could bring the greatest benefits, tailoring service delivery to meet the unique requirements of a diverse group of councils, being able to provide the resources to the task of setting up a shared service, and the importance of standardising systems across the councils for a shared service to be beneficial.

Project Lessons Learned

Council buy in and time commitment for staff participation. There is a strong relationship and sense of community within the participating councils, which, combined with the desire for region-wide advancement, will be a major factor towards successful shared service implementation.

Tyranny of distance. There were ongoing challenges in arranging meetings and workshops that allowed the most suitable staff across all councils to attend.

Resources required. Implementation of shared services requires the commitment of each council to allocate the time and resources of their 'subject matter experts' together with the resources to support a dedicated project manager. Alternative funding sources can help.

Easier to implement a shared service when operating on a common IT platform. The most significant obstacle to implementing shared services was the different IT systems in place at each council (e.g. financial systems, records management systems). Implementing a common IT platform is the logical first step in supporting the development of shared services.

To learn more, please contact

Mr Graeme Harrison
Director Corporate Services
Horsham Rural City Council
T: 03 5382 9785
E: graeme.harrison@hrcc.vic.gov.au

Statutory shared services business model

Lead Council

Indigo Shire Council.

Partner Councils

Alpine Shire Council, Benalla Rural City Council, Mansfield Shire Council, Moira Shire Council, Towong Shire Council, Wangaratta Rural City Council, Wodonga Rural City Council.

Scope

Feasibility study and business case for a collective of regional councils to share the delivery of some statutory services, including Statutory Planning, Building Services and Environmental Health Services.

Outcome

The project met the original scope by developing a business case that demonstrates several scenarios where councils could work collaboratively to deliver statutory services in a manner that helps improve organisational resilience, the costs of service delivery, as well as the quality and consistency of service standards.

The next phase of the project requires the commitment of a sub-set of councils to design and test a working model. From this test case it may be possible to expand the model to increase the number of partner councils or replicate the model amongst a different cluster of councils.

Project Lessons Learned

Engaging and aligning a large number of councils is rewarding but challenging. Contain the testing and development to a small number of councils (three to four) and look to expand or replicate the offer once a test case is proven. In this project up to eight councils were engaged and whilst alignment was achieved in vision and intent, simple practical considerations such as meetings were challenged by the scale and geographical dispersion of the group.

Manage theory vs reality. This is critical for broader understanding of the project internally.

Data records are often inconsistent between council sources so “like for like” comparisons can be a challenge. Where possible seek consistent data sources which are often the mandatory reporting ones. If comparing data that is drawn from internal sources, identify inconsistencies and eliminate variability.

CEOs rightfully have significant influence in the project’s direction and visibility so understanding their needs and expectations and managing variations to the project’s intent is important. Good, ongoing, communication with leadership teams is key.

To learn more, please contact

Mr Mark Florence
Director Development and Planning
Indigo Shire Council

T: 03 6028 1160

E: mark.florence@indigoshire.vic.gov.au

Workforce Planning Framework

Lead Council

Wangaratta Rural City Council.

Partner Councils

Indigo Shire Council, Alpine Shire Council, Loddon Shire Council, Murrindindi Shire Council.

Scope

To investigate the implementation of a Workforce Planning Framework across five rural and regional councils.

Outcome

The Workforce Planning Framework was developed in collaboration with Local Government Professionals (LGPro). Five rural and regional Councils participated in workshops to develop and apply the framework to their organisation.

Project Lessons Learned

Having a peak body involved was critical to success. LGPro representatives were able to take a strategic approach to the project and were able to negotiate with the consultants when issues arose.

Lack of time allocation for project work. Whilst councils were supportive of the project, most had not allocated sufficient time to enable existing staff to do the work, other than to attend workshops. Good planning is required at the outset.

To learn more, please contact

Ms Gillian Hoysted
Manager People and Governance
Wangaratta Rural City Council.
T: 03 5233 0718
E: g.hoysted@wangaratta.vic.gov.au

Main FAST Program findings to date

As Stream One and Stream Two projects are completed, or near completion, and as evaluations are finalised, a number of findings at the mid-point of the FAST program have been identified:

- Buy-in from senior council management from the outset of projects is vital and needs to be maintained throughout the life of projects if they are to realise their intended outputs and outcomes.
- Greater support from LGV's FAST program team to council staff upfront helps develop better quality applications and projects.
- Achieving the policy intentions of the FAST program – to improve council capacity and capability – requires close council staff engagement with a project. This takes an investment of time and ownership by the recipient council. The FAST program has recognised this challenge and developed additional guidance to support Stream One recipient councils and FAST Expert Panel members to understand requirements and expectations.
- There is growing interest by rural and regional councils in exploring collaborative opportunities between councils, especially where potential improved service delivery and cost savings can be identified.
- Bringing diverse councils and people together for Stream Two projects is challenging. Engagement activities and the co-design and implementation of projects requires commitment and the right skill sets, especially when built on top of business-as-usual activities. Understanding upfront the level of investment required in staff resources and time is necessary to help the development of compelling business cases / feasibility studies.
- Stream Two project business cases / feasibility studies so far have progressed councils toward understanding the requirements to implement shared services in the future. The projects have all highlighted staff resource and financial challenges and the complexity of altering business-as-usual practices towards shared services.
- The perception of potential council job losses and loss of autonomy connected with shared services projects also remains a barrier to fully considering the potential of adopting shared service arrangements.

- Changes of key council staff has led to a loss of momentum in some projects, leading to delays and subsequent milestone variation requests. This has impacted on the potential organisational benefits of the project.
- The Stream Two projects are providing useful information to councils on future collaborations, as well as network building between council staff and other stakeholders.
- As is being experienced in LGV's Collaborative Council – Sustainability Fund Partnership (CCSFP), anecdotal evidence suggests that the rate capping system is incentivising some councils to consider new ways to operate, including collaboration and joint procurement of goods and services and IT / business management system upgrades to improve efficiency. To date, these changes have been small scale but may form a stepping stone to larger shared service reforms such as those foreshadowed by the Rural Councils Transformation Program.
- Stream Two activities have required increased numbers of milestones and monitoring by LGV to ensure projects are delivered on time, including the project acquittal report.
- LGV, as the office responsible for delivery of the program, has streamlined some internal arrangements over time to be more responsive to the needs of councils and the complexity of the program that was not foreshadowed in the initial establishment stage.

Priorities for remainder of the program

Key priorities for FAST over the remainder of the program to help address the key findings are:

- A renewed priority focus on developing the internal capacity of rural councils under Stream One including guidance to Expert Panel members and recipient councils.
- Increased promotion of FAST to those rural and regional councils that have not yet applied to the fund.
- Appropriate publication of project outcomes and further insights to be shared with the whole local government sector as more Stream One and Two projects are completed.
- Internal LGV staff delivery of some projects and the close work with rural and regional councils will

help enhance LGV's capability and understanding of this cohort of councils.

The FAST program team is collating feedback from participating councils to report back to government. There is a formal requirement for the Victorian Government to specifically report on "Average council satisfaction rating with the specific financial assistance support provided through the Local Government Financial and Accounting Support Team" (Victorian Budget Paper 3 2016/17).

The FAST Program has a publicly reported satisfaction target of 8 out of 10.

Connecting with the Rural Councils Transformation Program and the greater local government portfolio

Leading on from both the CCSFP and FAST, the \$20 million Rural Councils Transformation Program (RCTP), announced in the 2018-19 State Budget, provides opportunities for rural and regional councils to pursue and implement shared service arrangements on a much larger scale.

The two smaller scale grants programs have concentrated on exploring the feasibility of shared services activities. The lessons from these are supporting the RCTP to effectively fund full-scale implementation of activities. It is expected that this will enable more efficient and improved service delivery through collaboration and innovation by councils.

LGV will continue to pursue and support council interest in sharing services and collaboration through these complementary funding programs and other support.

Insights and evidence gathered as part of these programs will be used to complement the research of the *Rural and Regional Councils Sustainability Reform Program* of 2017-18 to support policy development.

More information about RCTP can be found at <https://www.localgovernment.vic.gov.au/grants/rural-and-regional-councils-sustainability-reform>

Appendix One: Details of Stream One projects

	Council	Project	Status	Key contact
2017/18	Ararat Rural City Council	Business case for developing a Modern Finance System	In progress – to be completed by Feb 2019	Mr Don Cole Director Ararat Rural City Council 0419 756 660 dcole@ararat.vic.gov.au
	Benalla Rural City Council	Service Planning and Allocation of Costs to Services	In progress – to be completed by May 2019	Ms Cathy Fitzpatrick Manager Finance Benalla Rural City Council 03 5760 2650 cathy.fitzpatrick@benalla.vic.gov.au
	Central Goldfields Shire Council	Chart of Accounts, Budget Development and Support	In progress – to be completed by March 2019	Mr Paul Brumby GM Corporate Performance Central Goldfields Shire Council 0437 569 500 paulb@cgoldshire.vic.gov.au
	Colac Otway Shire Council	Revised Asset Management Strategy and Plans	In progress – to be completed by March 2019	Mr Jeremy Rudd Manager Assets and Project Delivery Colac Otway Shire Council 03 5232 9432 jeremy.rudd@colacotway.vic.gov.au
	Northern Grampians Shire Council	ATO Taxable Payments Reporting System Setup	Completed	Ms Jay Petty Manager Financial Services Northern Grampians Shire Council 03 5358 8777 jay.petty@ngshire.vic.gov.au
2016/17	Buloke Shire Council	Long Term Financial Plan and Asset Management assistance	In progress – to be completed by Feb 2019	Ms Hannah Yu Buloke Shire Council 1300 520 520 HYu@buloke.vic.gov.au

Council	Project	Status	Key contact
Loddon Shire Council	Modern Chart of Accounts	In progress – to be completed by March 2019	Ms Sharon Morrison Director Corporate Services Loddon Shire Council 03 5494 1207 smorrison@loddon.vic.gov.au
Gannawarra Shire Council	Procurement Model Review	Completed	Ms Silke Therhaag Program Coordinator - Sector Innovation, Performance and Resilience Local Government Victoria 03 9948 8575 silke.therhaag@delwp.vic.gov.au
Indigo Shire Council	Long Term Financial Plan and Service Planning	Completed	Mr Greg Pinkerton Director, Corporate Services Indigo Shire Council 0428 114 251 greg.pinkerton@indigoshire.vic.gov.au
Golden Plains Shire Council	Improving Asset Management Capacity	In progress - to be completed by March 2019	Mr Jason Clissold Finance Manager Golden Plains Shire Council 03 5220 7128 jclissold@gplains.vic.gov.au

Appendix Two: Details of Stream Two projects

Round	Lead Council	Partner Councils	Project Name	Project Description	Status	Funding Amount
Round 4 (2017/18)	Bendigo City Council	Mount Alexander Shire Council and Loddon Shire Council	Improving Aboriginal business procurement	Investigating ways to improve Aboriginal business procurement in local government and to better understand barriers facing local Aboriginal businesses. It will articulate the economic benefits - and the social outcomes for the councils and regions as a collective - in the report.	In progress - to be completed by March 2019	\$36,650
Round 3 (2017/18)	Buloke Shire Council	Loddon Shire Council	Shared Platform for Shared Services and Resources	The councils have commenced procurement of a shared corporate system. The system will cover core services of both councils, and will need to be supported by consistent functionality, service area structure, resourcing and processing requirements. Both councils are undertaking a business process mapping exercise in order to support potential future shared services and resources in this area.	In progress - to be completed by March 2019	\$32,500
	Corangamite Shire Council	Colac Otway Shire Council, Surf Coast Shire Council, Warrnambool City Council, Moyne Shire Council and Glenelg Shire Council	Business Case for regional, centralised visitor servicing	This project is assessing the feasibility of centralising a regional model for visitor servicing.	In progress - to be completed by Feb 2019	\$42,000
Round 2 (2016/17)	No projects recommended for support					
Round 1 (2016/17)	Alpine Shire Council	Towong Shire	Shared Finance Solutions - Technology and Workforce	This project assessed the feasibility of a cloud-based finance and accounting platform across the two councils.	Completed	\$75,000
	Towong Shire Council	Indigo Shire	Technology for the Future	This project is investigating best practice technology in rates and property accounting systems.	In progress - to be completed by Feb 2019	\$42,000

Round	Lead Council	Partner Councils	Project Name	Project Description	Status	Funding Amount
	Horsham Rural City Council	Hindmarsh Shire, Northern Grampians Shire, West Wimmera Shire, Yarriambiack Shire	Wimmera Council - developing shared services	The five Wimmera Councils developed a business case with the key objective to help improve sustainability through shared services, collaborative procurement and capacity building.	Completed	\$75,000
	Corangamite Shire Council	Moyne Shire, Warrnambool City	Shared service delivery of core Enterprise Resource Planning systems.	This project investigated the efficiencies and benefits available from a common information technology platform serving these councils.	Completed	\$75,000
	Indigo Shire Council	Alpine Shire, Benalla Rural City, Mansfield Shire, Moira Shire, Towong Shire, Wangaratta Rural City, Wodonga Rural City	Statutory Shared Services Business Model	This project developed a business case for a shared service delivery model that reduces the cost and improves the service quality of specific statutory functions for each of the participating councils.	Completed	\$56,250
	Wangaratta Rural City Council	Alpine Shire, Indigo Shire, Loddon Shire, Mansfield Shire, Murrindindi Shire	Workforce Planning Framework	This project developed a workforce planning framework for participating councils.	Completed	\$75,000
	Wangaratta Rural City Council	Campaspe Shire, Mitchell Shire, Wodonga Rural City	Accounts Payable Model	This project is investigating the feasibility of the Accounts Payable function being delivered via a shared services platform.	In progress – to be completed by Feb 2019	\$37,500
TOTAL STREAM TWO						\$546,900