



Aurora Lake Lonsdale by Trudy Russell

# 2021-22 Budget

LIVE | WORK | INVEST | VISIT



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# Acknowledgment of **COUNTRY**

**Council acknowledges the traditional owners of the land on which we meet,  
and pay our respects to their elders, past, present and emerging.**



# Message from **THE MAYOR**



My fellow councillors and I are pleased to present the Northern Grampians Shire Council Budget for 2021-22. The budget is informed by our 2021-25 Council Plan and is our financial path to deliver many of the goals within this plan.

The global Coronavirus pandemic prevails, and I am not mincing my words when I say that the past financial year has been a challenging one for everyone in our shire. Shutting our doors at Council during several lockdowns, and seeing our community do the same, has not been easy but it has kept us safe. The economic consequences, however, have been significant and affected everyone's livelihood and wellbeing.

A lot of groundwork has been made this year formalising our community's express wishes in our Community Vision 2041 and drafting a fresh four-year Council Plan full of goals and strategies to sustain ourselves in the long term; many exciting projects that link to these documents have already commenced or will soon be underway to bolster us as a shire.

It has been fantastic to turn the key on the North Park Multipurpose Clubrooms and to see the first sod lifted for St Arnaud's Lord Nelson Park Sporting Facility. These facilities will be well utilised, and their modern features appreciated by many different user groups and visitors.

We have yet again been very successful in receiving a number of grants to help improve our region. The major renovation planned at Stawell Library is a stand out and will vastly enhance the communal function of this hub for our shire.

Many road improvements are also scheduled and St Arnaud's streetscape will get a freshen up. My involvement in the Committee of Management for the Stawell Gift has really pinpointed the importance of this event as a unique attraction and identifier for our shire and I am glad to attest that the books balanced for the 2021 event confirming it as a success.

I encourage you to take a look at the initiatives outlined within this year's budget. We can feel buoyed that while we are not yet on the other side of this pandemic, we are certainly setting up the framework for an optimistic and sustainable future that aims to support everyone in our shire.

A handwritten signature in black ink, appearing to read 'Murray Emerson'.

**Cr Murray Emerson**  
**Mayor**

# Message from THE CEO

I present to you my second Council Budget as the Chief Executive Officer of the Northern Grampians Shire Council. Council has worked hard to deliver a budget for the 2021-22 financial year that is measured and focused on projects that have our community at heart and our recovering economy in mind.

The budget has been prepared to include a 1.5 per cent rate rise in line with the Victorian Government rate cap. This ensures our financial sustainability and allows us to provide you with a continuance of services that you expect as our shire residents.

Council remains driven to find ways to increase our service levels in a way that has the broadest positive impact. Our recent community engagement sessions with you for our 20-year vision and Council Plan have certainly highlighted your expectations for our region. Consequently, a strong focus of this year's budget is to direct rates towards enhancing "lifestyles and community". This will help us continue to implement the priorities listed in the Municipal Public Health and Wellbeing Plan such as healthy eating, active living, mental health, early years services and the prevention of violence and harm in our community.

Stimulating economic growth is also an absolute priority after a pandemic-induced downturn and our budget reflects this with Tourism highlighted as a sector that requires our continued support to recover.

There are also major infrastructure improvements scheduled to supplement our growing economy. Your rates will go towards upgrading and creating new roads, bridges, paths, drainage and street lighting across the shire.

An incredible amount of grant funding that we have been able to attract has enabled us to do more than we ever expected.

We are again focusing our efforts on improving organisational effectiveness within Council so we can serve you better. We are partnering with other councils in the area to reduce the overheads that do not form part of the service area direct costs in this budget. Areas such as recordkeeping, telephony and a whole host of other organisational compliance and administration related expenditure will be transformed to be more effective and efficient.

None of us could have predicted the rollercoaster ride of 2020 but we have proven ourselves resilient in the face of a global pandemic and we trust that this budget demonstrates our commitment to take positive steps during COVID Normal to ensure that our shire will thrive and grow in a sustainable way for many years to come.

We look forward to working for you and with you to deliver the aims of this budget.



A handwritten signature in blue ink, appearing to read 'L Thompson'.

**Liana Thompson**  
Chief Executive Officer

# Budget OVERVIEW

## EXTERNAL INFLUENCES

In preparing the 2021/22 budget, a number of external influences have been taken into consideration as they are likely to impact on the services delivered by Council in the budget period.

These include:

- Operating within a rate capped environment.
- Funding and renewal gaps for assets, infrastructure and services.
- Impact of a changing and ageing demographic and the need to respond with increased staff resources to meet emerging demands.
- Ongoing impacts of the COVID-19 emergency and the likelihood this may impact investment in the region as well as the community's future capacity to pay for services.

## INTERNAL INFLUENCES

In addition to the external influences, there are a number of internal influences which impacted the preparation of the 2021/22 Budget.

These include the following:

- Council's commitment to reviewing services and to provide sufficient resources to undertake projects and works as articulated in the Council Plan.
- Salary costs that are impacted by service demands and are to be paid in accordance with the Enterprise Bargaining Agreement (EBA).
- Ongoing investigation of shared services to consider options for a more viable future.

## WHAT WE'RE SPENDING

**\$4.6 million ...** Parks and recreation

**\$6.1 million ...** Roads, bridges and other Council owned assets

**\$3.3 million ...** Building works

**\$0.6 million ...** Town beautification

**\$2.0 million ...** Waste & transfer stations

**\$10.9 million ..** Community services

**\$1.8 million ...** Boosting economic growth

**\$2.9 million ...** Sustainable infrastructure

## HOW WE ARE PAYING FOR IT

**\$18.8 MILLION ...** Rates and charges

**\$19.1 MILLION ...** Grants and contributions





# Our Shire AT A GLANCE



**Cr Murray Emerson**  
Stawell Ward  
*Mayor*



**Cr Lauren Dempsey**  
Stawell Ward



**Cr Tony Driscoll**  
Kara Kara Ward



**Cr Eddy Ostarcevic PhD**  
Kara Kara Ward



**Cr Trevor Gready**  
South West Ward



**Cr Rob Haswell**  
Stawell Ward



**Cr Kevin Erwin**  
Central Ward



**11,430**

people call the Northern Grampians home

**3,375**

kilometres of local roads

**9,408**

rateable properties

**\$18.9 million**

in rates and charges revenue

**\$41.1 million**

in Total Revenue

**700+**

businesses operating in the shire, major activity is in tourism, manufacturing and agricultural industries.

**1m+**

tourists and visitors annually

# Budget HIGHLIGHTS

## MAJOR PROJECTS



**North Park Precinct**  
Netball court upgrade



**Stawell Library**  
Living Libraries  
Refurbishment



**St Arnaud Streetscape**  
Revitalisation  
of footpaths,  
landscaping, kerbs



**Stawell Housing Development**  
Delivery of utilities and  
footpath infrastructure



**Lord Nelson Park Sporting Facility**  
Multi-purpose clubroom  
development



**Shire Wide Road Upgrades**



# What We Are PLANNING

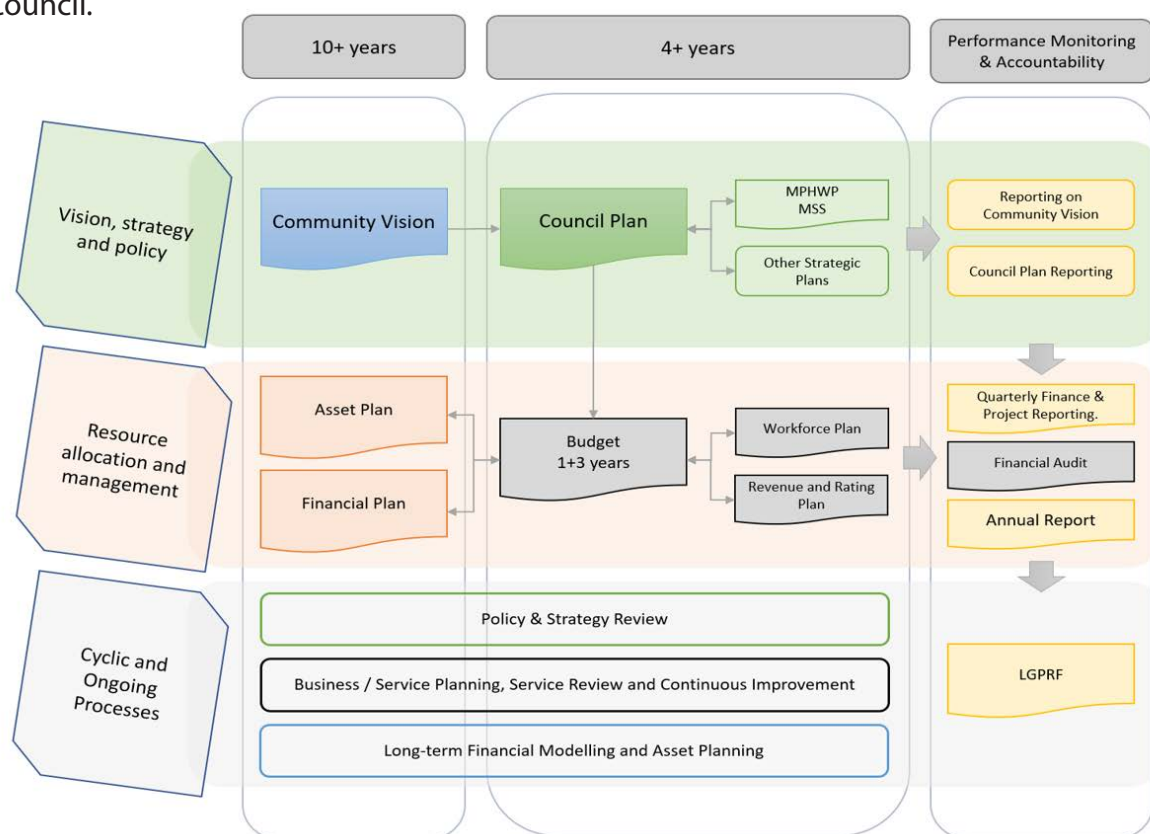
## COUNCIL PLAN

The Council's annual budget governs the implementation of services, major initiatives and policy and strategy development as set out in its Council Plan and is the point at which Council must balance income and revenue with expenditure on services, programs, capital works, new initiatives and implementation of strategy whilst maintaining financial sustainability. The financial and operational modelling feeding into the Budget considers the long term implications of decisions by Council.

## STRATEGIC PLANNING FRAMEWORK

The Council's annual budget is linked directly to the implementation of the Council Plan. This is within the provisions of the *Local Government Act 2020* and a new integrated strategic planning and reporting framework guiding Council in identifying community needs and aspirations over the long term (Vision), medium term (Council Plan), and short term (Annual Budget) and then holding itself accountable (Audited Statements).

The diagram below depicts the strategic planning and reporting framework of Council.



Source: Integrated Strategic Planning and Reporting Framework  
*Local Government Act 2020* Resources  
[www.engage.vic.gov.au](http://www.engage.vic.gov.au)

# What We Are PLANNING

## BOOST ECONOMIC GROWTH



Boost tourism and ensure a quality tourism experience



Ensure land use policy enables housing investment and infrastructure enables investment and encourages commercial investment



Support existing businesses, attract new industries, reduce costs and other barriers to investment while limiting the impact on environment and climate and attract and retain a skilled workforce.

## ENHANCE LIFESTYLE AND COMMUNITY



Ensure equitable access to social, economic and education opportunities to support young people.



Improve indigenous relationships, support vulnerable people, improve access to health and human services, protect our heritage assets and enrich our places and spaces



Improve connectivity via agency partnerships, improved transport and community safety measures



Protect our natural and cultural environment

## PROVIDE SUSTAINABLE INFRASTRUCTURE



Ensure Quality Infrastructure Planning and advocate for sustainable infrastructure

## IMPROVE ORGANISATIONAL EFFECTIVENESS



Become a better Council by improving our organisational effectiveness

# Early Years CARE

## MATERNAL AND CHILD HEALTH

Maternal and Child Health service provides support to parents and infants from 0-6 years of age in the areas of health, welfare and development. MCH service also provides outreach services for at-risk children. The service is partially funded through an agreement with the Department of Health and Human Services.

MCH nurses see families at 10 key age and stages of their child's development. The visits focus on optimising children's health, wellbeing, safety and learning development.

Service provision includes outreach services for at-risk children, first home visits to all parents and babies, first time parenting group, links to local community activities and external services when extra support is needed relating to children's health and wellbeing. Family violence consultations are also provided.

The service currently provides enhanced, universal and outreach services.

Operating hours:

**Stawell Maternal and Child Health**  
Monday to Thursday 8.30am-5pm

**St Arnaud Early Learning Centre**  
Tuesdays 8.30am-5pm  
Alternate Thursdays 8.30am-5pm



| Service Costs    | \$000's        |
|------------------|----------------|
| Expense          | \$462          |
| Income           | (\$305)        |
| <b>Net Cost</b>  | <b>\$157</b>   |
| Funded By:       | \$000's        |
| Untied Grants    | (\$53)         |
| Rates Subsidy    | (\$104)        |
| <b>Total Net</b> | <b>(\$157)</b> |

## INITIATIVES FOR 2021/22

- Introduction of sleep/settling consultations
- Introduction of parenting information sessions

## IMMUNISATION

The immunisation service is a separate service that provides monthly immunisation sessions for children from birth to five years of age and immunisation sessions at secondary schools within the shire.

Immunisation service currently provides the following:

Stawell Town Hall - Monthly sessions  
St Arnaud Town Hall – Monthly Sessions  
Secondary Schools - Various dates throughout the calendar year





# Children's Services

## CHILDREN'S EDUCATION

The St Arnaud Early Learning Centre runs kindergarten and pre-kindergarten programs for all children in St

Arnaud. The program offers self-expression through art and craft experiences, as well as a music and movement program. The bush kinder program is a highlight for children and families. Children are supported by a comprehensive school transition and orientation program.

The 4 year old kindergarten program provides 15 hours of kindergarten per child over two days throughout school terms. In 2021, 32 children are enrolled in the program.

The 3 year old kindergarten program provides 15 hours of preschool per child over two days throughout school terms. In 2021, 24 children are enrolled in the program.

### Initiatives for 2021/22 include:

- Central Enrolment Project
- Playspace development
- Early years partnership project



## CHILDREN'S SERVICES

St Arnaud Early Learning Centre provides up to 60 long day care places for children and also offers flexible occasional care, vacation (Holiday program) care and out of hours school care.

Council's childcare facilities house other children's services including Maternal and Child Health, kindergarten, visiting specialists and community information sessions.

The three long daycare rooms operate as 0 to 2 year old, 2 to 3 year old, and 3 to 5 year old.

Hours: 8am–6pm from Monday–Friday, 50 weeks per year (closed public holidays).

### Initiatives for 2021/22 include:

- Playspace development
- Sleep space development
- Early years partnership projects



# Children's Services

## SUPPORTED PLAYGROUPS

Supported playgroups are for families with children from birth to school age.

A qualified facilitator leads these sessions (using the small talk program) where parents develop their skills and confidence to support their child's wellbeing and development.

An in-home support program for parents and families is also offered.

Two supported playgroups are currently operating in Stawell and St Arnaud.

### Initiatives for 2021/22 include:

Early years partnership project

| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$1562         |
| Income            | (\$1,307)      |
| <b>Net Cost</b>   | <b>\$253</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$86)         |
| Rates Subsidy     | (\$167)        |
| <b>Total Net</b>  | <b>(\$253)</b> |



# Positive AGEING

## POSITIVE AGEING

Council's Positive Ageing services support members of the community who are frail, aged, and require assistance to enjoy living at home. The services are delivered through funding and service agreements with the Department of Health and Human Services (HACC Program for Younger People), Australian Government (Commonwealth Home Support Program), or under contract through other funded agencies. Council continues to subsidise the service as government funding is insufficient. The Positive Ageing team operates with 25 staff across the shire to deliver services to more than 350 local residents. Services include meals on wheels, domestic assistance, personal care, home modifications and maintenance, respite and social support.

The Positive Ageing Team enjoys hosting the annual Stawell and St Arnaud Seniors Week celebrations and community concerts, which will return in 2021 when COVID-19 restrictions are lifted.

### Initiatives 2021/22

- Service delivery model changes in line with COVID-19 response and recovery for the wellbeing of older residents
- Service review in line with the Commonwealth Aged Care Reform
- Age-friendly communities project

|                      |                |
|----------------------|----------------|
| <b>Service Costs</b> | <b>\$000's</b> |
| Expense              | \$1,451        |
| Income               | (\$1,290)      |
| <b>Net Cost</b>      | <b>\$161</b>   |
| <b>Funded By:</b>    | <b>\$000's</b> |
| Untied Grants        | (\$55)         |
| Rates Subsidy        | (\$106)        |
| <b>Total Net</b>     | <b>(\$161)</b> |





# Community DEVELOPMENT

## COMMUNITY DEVELOPMENT

The Community Development Team oversees the implementation of the Municipal Public Health and Wellbeing Plan (MPHWP) 2017-21. The plan articulates the local priorities to support the government's vision for a Victoria free of the avoidable burden of disease and injury so that all Victorians can enjoy the highest attainable standards of health, wellbeing and participation at every age.

These priority areas are:

- Healthy eating
- Active living
- Improving mental wellbeing
- Preventing physical violence and related injury
- Early years

This work will continue as a part of the development of the new MPHWP that will be delivered over the ensuing 4 years from 2021-25.

The Community Development Team provides specialised assistance including:

- Deliberative community engagement
- Support for grants and funding application processes
- Project management support
- Collaboration opportunities
- Guidance on best practice and evidence-based initiatives

The team has a large role to play in the development of community plans. In 2021 Council endorsed plans for Marnoo and Navarre after extensive community consultation and co design strategies that will enable the team to undertake the delivery of outcomes, in partnership with these communities, in 2021/22.



Additionally, the team undertakes the administration of the Council funded grants programs including youth, arts and culture, Bulgana Wind Farm community grants program, community events and local projects.

# Community DEVELOPMENT

## Initiatives 2021/22

- Engage 2021! Youth program -
- Stawell Pop Up Park Art Mural
- Skate Park Activation
- St Arnaud Arts Activation
- St Arnaud Digital Art/Film Festival
- Arts and Culture Action Plan
- Website Activation and Development
- Arts and Culture
- Community Directory
- Community Grants
- Sport and Recreation
- Marnoo Community Action Plan 2021-25 - Outcomes
- Navarre Community Planning Strategy 2021-25 - Outcomes

| <b>Service Costs</b> | <b>\$000's</b> |
|----------------------|----------------|
| Expense              | \$874          |
| Income               | (\$108)        |
| <b>Net Cost</b>      | <b>\$766</b>   |
| <b>Funded By:</b>    | <b>\$000's</b> |
| Untied Grants        | (\$260)        |
| Rates Subsidy        | (\$506)        |
| <b>Total Net</b>     | <b>(\$766)</b> |



# Community DEVELOPMENT

## MAJOR AND COMMUNITY EVENTS

Northern Grampians Economic Development Strategy and Action Plan, 2021-31 identifies the benefits of growing our calendar of events. Events contribute to community cohesiveness, vibrancy, and pride and in many cases have economic benefits, though increasing visitor spend by extending the length of stay and showcasing the region's tourism strengths and reputation.

Northern Grampians events calendar provides an ever-growing range of experience for visitors.

Council is committed to supporting existing visitor and community events and promoting the development of new events.

Council assists with approximately 90 events annually and, while some of these require annual financial support, others require seed funding incrementally through the establishment phase to strengthen

the diversity within our community. Other events require only logistical support and direction.

The community Events Assistance Program evaluates applications and provides seed funding grants to a variety of event organising committees and a range of different arts and culture activities.



| Service Costs    | \$000's        |
|------------------|----------------|
| Expense          | \$578          |
| Income           | (\$12)         |
| <b>Net Cost</b>  | <b>\$566</b>   |
| Funded By:       | \$000's        |
| Untied Grants    | (\$192)        |
| Rates Subsidy    | (\$374)        |
| <b>Total Net</b> | <b>(\$566)</b> |

All Council departments and state authorities are made aware of each event and that appropriate permits and support are received across Council. Officers regularly meet with event organisers during their planning process, to assist them through the event registration process and post-event specifically for review. Review of each event occurs to improve and plan for subsequent events and to develop a sustainable calendar of regional events.

Key events include:

The Stawell Easter Festival which includes:

- Stawell Athletic Club, Stawell Easter Gift
- Great Western Rodeo
- Stawell Main Street Sensation
- Stawell Racing Club Gold Cup
- A variety of smaller events held over the Easter period
- St Arnaud Harvest Festival
- Grampians Grape Escape
- Grampians Music Festival

### Initiatives 2021/22

- Develop and implement a comprehensive Events Strategy to grow the visitor offering, including events funding streams



# Active COMMUNITIES

## LEISURE SERVICES

The Active Communities team proudly operates two Council facilities, the Stawell Sports & Aquatic Centre and the St Arnaud Swimming Pool.

The Stawell Sports & Aquatic Centre is a hub for health and wellbeing, providing indoor and outdoor pools, toddler pool, water slides, water aerobics and swimming lessons. It also provides stadium sports programs including basketball, soccer, netball, squash, badminton and racquetball, and a commercial gym providing group fitness, personal training and specialised services including an inhouse exercise physiologist.

The St Arnaud Swimming Pool operates seasonally for the summer period, offering water aerobics, an intensive swimming

lesson program and free casual access to both the Olympic size 50m pool with diving boards and the shaded toddler pool.

The team provides support and programs to local schools and community groups such as school swimming programs, SMARTfit programs, bike ed and other special sports programs and training.

### Initiatives 2021/22

- The design and endorsement stages of Stawell Sports and Aquatic Centre redevelopment.
- Undertake a customer service review and develop an action plan for the Stawell Sports and Aquatic Centre
- Undertake a program and service review for the Stawell Sports and Aquatic Centre



| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$1,036        |
| Income            | (\$698)        |
| <b>Net Cost</b>   | <b>\$338</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$115)        |
| Rates Subsidy     | (\$224)        |
| <b>Total Net</b>  | <b>(\$338)</b> |

# Business SUPPORT

## ECONOMIC DEVELOPMENT

In May 2021 Council adopted the Northern Grampians Economic Development Strategy and Action Plan 2021-31. The overarching aim of the ten-year strategy is to 'Up our community's economic wellbeing and quality of life'. The strategy sets bold targets, including to grow Northern Grampians Gross Regional Product (GRP) from \$730M to \$920M by 2031.

The strategy recognises that growing innovation and attracting new investment will be a key response to buffering our economy against vulnerability to natural disasters and global market events. Benefits include a more resilient and diverse economic base, able to sustain growth following natural disasters and other major events.

To achieve this the Economic Development Department delivers initiatives that:

- Support businesses to be strong, innovating, resilient and sustainable
- Attract new and emerging rural and resource industries
- Attract investment in enabling infrastructure
- Develop a culture that recognises economic development is a whole of community businesses
- Foster economic development outcomes that 'grow from within'

### Initiatives 2021/22:

- Participating in the Wimmera Southern Mallee Housing Taskforce
- Working closely with local, regional, State and private partners to identify emerging opportunities to address housing and workforce challenges

restraining existing local economic growth potential.

- Delivering the Opportunities Pyrenees, Ararat and Northern Grampians (OPAN) housing, workforce and transport projects
- Reviewing and determining additional funding of the Grampians New Resident and Workforce Attraction Strategy and Action Plan 2020
- Determining feasible value-add opportunities to the agriculture sector
- Funding and program support for businesses to be strong, innovative, and sustainable
- Revitalising and reactivation of retail opportunities in Stawell and St Arnaud through implementation of St Arnaud and Stawell Retail Activation Plan, including the Business Beautification programs



| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$440          |
| Income            | \$0            |
| <b>Net Cost</b>   | <b>\$440</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$149)        |
| Rates Subsidy     | (\$290)        |
| <b>Total Net</b>  | <b>(\$440)</b> |

# Community ASSETS

## COMMUNITY BUILDINGS

Council maintains 137 buildings and structures across the shire. This includes office buildings, leisure centres, sporting structures, grandstands, visitor information centres, historical buildings and major monuments.

Depending on the community significance or utilisation of the building or structure, Council varies the level of service provided. Historical buildings require a higher cost to maintain, due to their age or historical limitations.

### Initiatives 2021/22

- Finalise a list of buildings that are no longer required by the community and investigate the possible disposal of these buildings
- Review the management and maintenance requirements of Council building assets

## COUNCIL FACILITIES SUPPORT

Facilities across the shire are available for use by community groups under a booking system. Functions held in Council buildings include debutante balls, school concerts, performing arts concerts and private celebrations.

| Service Costs     | \$000's          |
|-------------------|------------------|
| Expense           | \$1,482          |
| Income            | (\$119)          |
| <b>Net Cost</b>   | <b>\$1,363</b>   |
| <b>Funded By:</b> | <b>\$000's</b>   |
| Untied Grants     | (\$463)          |
| Rates Subsidy     | (\$901)          |
| <b>Total Net</b>  | <b>(\$1,363)</b> |

Council provides for the support of these events through its officers who manage and coordinate the services within these facilities.

### Initiatives 2021/22

- Review the management and maintenance requirements of facilities

## PUBLIC AMENITIES

Council provides access to public toilets in spaces such as the shire's central business districts, parks, gardens, major attractions and reserves. It also coordinates the ongoing repair and maintenance associated with running the public amenities and building assets.

### Initiatives 2021/22

- Review the management and maintenance requirements of public amenities

## STREET LIGHTING

Council maintains the street lighting network within the townships to improve visibility and safety for all users of urban streets at night. Council pays the power consumption and maintenance fees for public lighting on council's urban road network and council managed public spaces. The urban areas include Stawell, St Arnaud, Great Western, Halls Gap, Stuart Mill, Marnoo, Glenorchy and Navarre.

### Initiatives 2021/22

- Seek funding opportunities to improve and increase public lighting.
- Advocate for an improved and increased public lighting network





# TOURISM

## TOURISM

Tourism is the focus of Council's Economic Development and Investment Team. Our Economic Development Strategy recognises the importance of dispersing our tourism visitor offering across the municipality, to reduce the impact of National Park closures caused by natural disasters. This requires developing experiences and destinations that are fit for the market and capable of being strongly promoted. The Strategy also recognises that our towns and businesses are not competing, but as a region we are competing with other regions across Victoria and Australia for high yield visitors.

Australia's tourism industry is projected to recover from the COVID-19 pandemic and expand over the next five years. Tourism businesses are expected to heavily rely on domestic leisure travelers. Alongside continued destination marketing to increase front of mind awareness (particularly in Metropolitan Melbourne), opportunities exist to enhance the visitor experience and build a compelling reputation. Offering more in terms of quality and diversity will increase the length of time and amount of money visitors spend in the region. Particularly with respect to the high yield 'lifestyle leader' market.

To achieve this Council's Economic Development Department will deliver initiatives that:

- Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians that play to our strengths
- Protect, enhance, and celebrate our natural, cultural and heritage assets - so they are healthy and able to contribute to the lives of future generations.

### Initiatives 2021/22

- Continue working with Grampians Tourism (GT) on delivery of regional destination marketing.
- Conduct product and industry development to create compelling visitor experiences.
- Conduct a 'Visitor Servicing and Halls Gap Hub Management' Review to ensure we are meeting current and future visitor needs and increasing awareness of destinations and tourism business across Northern Grampians.
- Develop Tourism Action Plans for St. Arnaud and Stawell, (heritage and culture, people, and places) with the community that:
  - identify the challenges and opportunities facing the destination
  - establish achievable affordable priorities that if delivered would increase the competitiveness as a visitor destination and enable strong promotion
  - explore options for improved wayfinding (signage and local information) along key urban routes
  - deliver collateral (blend of printed and digital) to support implementation
  - investigate attraction including additional Big Hill precinct lookout upgrades
  - Renew heritage trail signage

# TOURISM

## Initiatives 2021/22 (cont.)

- Investigate attraction including additional Big Hill precinct lookout upgrades
- Renew heritage trail signage
- Support Victoria's Goldfields to be given UNESCO World Heritage status
- Deliver the Grampians Peaks Trail Halls Gap connection
- Finalise delivery of the Halls Gap commercial center 'Rear Laneway Commercial Expansion'
- Develop a feasibility study for visitor accommodation in Halls Gap and surrounds

| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$513          |
| Income            | \$0            |
| <b>Net Cost</b>   | <b>\$513</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$174)        |
| Rates Subsidy     | (\$339)        |
| <b>Total Net</b>  | <b>(\$513)</b> |



Source: Anthony Evans Photography

# Town PLANNING

## PLANNING AND DEVELOPMENT

Council has a responsibility to ensure that statutory and strategic planning services are delivered in line with legislative requirements, in particular requirements under the *Planning and Environment Act 1987*. Council's Planning Services Unit plays a key role in giving effect to the strategic land use direction set out in the Council Plan and Municipal Strategic Statement. The Planning Services Unit does this by ensuring that land use and development is consistent with the Northern Grampians Planning Scheme and that the scheme reflects Council's strategic direction.

The Planning Services Unit uses the planning scheme as a tool to enable use and development to occur in a way that balances the needs of the economy, environment and community. The Planning Services Unit also contributes towards the strategic development of the municipality through monitoring existing and emerging land use issues for consideration by Council.

The service is also responsible for driving investment in the Northern Grampians Shire and we aim to streamline and facilitate the planning process as much as a possible.

### Initiatives 2021/22

- St Arnaud Structure Plan
- Hall Gap Structure Plan
- Heritage Review
- Implementation of the Strategic Work Program resulting from the 2018 Planning Scheme Review
- Sloane Street Residential Development



| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$865          |
| Income            | (\$137)        |
| <b>Net Cost</b>   | <b>\$729</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$247)        |
| Rates Subsidy     | (\$482)        |
| <b>Total Net</b>  | <b>(\$729)</b> |



# Community INFRASTRUCTURE

## ROADS, BRIDGES, FOOTPATHS, DRAINAGE

Council currently maintains 3,370km of the local road network, consisting of 820km of sealed roads, 2,140km of unsealed roads, and 410km of formed/track roads as per the agreed level of service. This road network consists of 143 bridges and 275 major culverts. In addition to the road network Council also maintains a 114km footpath network, a drainage network consisting of 158km of kerb and channel, 69km of drainage pipes, 2,477 drainage pits and 51,324m<sup>2</sup> of car parks.

| <b>Service Costs</b> | <b>\$000's</b>   |
|----------------------|------------------|
| Expense              | \$1,499          |
| Income               | (\$102)          |
| <b>Net Cost</b>      | <b>\$1,397</b>   |
| <b>Funded By:</b>    | <b>\$000's</b>   |
| Untied Grants        | (\$474)          |
| Rates Subsidy        | (\$923)          |
| <b>Total Net</b>     | <b>(\$1,397)</b> |



### Initiatives 2021/22

- Repair and upgrading existing bridges and major culverts
- Sealing high used gravel roads that provide access to rural residential properties
- Mitigation of existing safety issues in rural road intersections
- Rehabilitation of existing failing sealed roads
- Street/Lane works for identified priority works requested by the community
- Resealing works of sealed surfaces to meet current safety & design standards
- Installation of new footpaths and renewal of existing footpaths
- Renewal of gravel pavement of gravel roads
- Installation of new kerb & channel including renewal of existing for improved drainage on urban road

# Community INFRASTRUCTURE

## OTHER WORKS

Council manages both the Stawell and St Arnaud aerodromes, bores, standpipes, fire hydrant plugs, strategic fire breaks and other minor facilities. The aerodromes are used by several emergency services to provide effective response in emergency circumstances. There are four standpipes and 16 bores throughout the shire. The standpipes are for fire and Council use only. The bore services are provided free of charge to farming communities for fire prevention, road maintenance, stock water supplies and non-potable domestic supplies. Fire hydrants are required to be routinely checked to ensure their function in the event of an emergency. Council also maintains strategically located fire breaks in rural areas.

### Initiatives 2021/22

- Investigate funding opportunities for the Stawell Aerodrome to implement further parts of the master plan.

## PRIVATE WORKS

Council occasionally undertakes private works which generates additional income. Council does not actively seek private works and will only consider their provision if there is no impact on Council's own scheduled service delivery and that the service being requested is not available by any other external service provider.

### Initiatives 2021/22

- Constantly review private works requests



# Building SAFETY

## BUILDING CONTROL

Council's building service ensures the safety, livability and sustainability of buildings with the council by providing vision, advice and leadership to the local building industry. The team oversees building legislation, regulates building practices, advises applicants and provides services to consumers. The building control services provided by Council assist in protecting the community from major risks to life and property and contribute to the sustainability of the shire's built environment.

| Service Costs    | \$000's        |
|------------------|----------------|
| Expense          | \$509          |
| Income           | (\$360)        |
| <b>Net Cost</b>  | <b>\$149</b>   |
| Funded By:       | \$000's        |
| Untied Grants    | (\$51)         |
| Rates Subsidy    | (\$99)         |
| <b>Total Net</b> | <b>(\$149)</b> |

## Initiatives 2021/22

- Integrate and streamline building services application processes in collaboration with planning and environmental health
- Continue to develop community education and information programs that assist intending applicants complete development applications and update and inform building practitioners about regulatory change and trends
- Continue to uphold the newly enacted building amendment, changing the regulations for swimming pools and spas
- Review building service fees to ensure private industry fees remain competitive with Council due to increases in insurance premium increases





# Public HEALTH

## ENVIRONMENTAL HEALTH

This service provides for improved health and wellbeing of the community by ensuring compliance with various health standards and legislation. This requires the routine inspections of food, accommodation, hairdressing and tattooing premises. In addition, Council works with agencies to develop strategic plans for heat stress, infectious disease and public health issues.

### Initiatives 2021/22

- Develop community education and information programs that assist relevant business operators and potential operators about forthcoming proposed regulatory changes and trends.

| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$214          |
| Income            | (\$47)         |
| <b>Net Cost</b>   | <b>\$167</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$41)         |
| Rates Subsidy     | (\$126)        |
| <b>Total Net</b>  | <b>(\$167)</b> |

- Implement the new *Environment Protection Act 2017* and assist residents and businesses in understanding the new legislation
- Review and streamline the online application processes in collaboration with building and planning services

# Northern Grampians CEMETERIES

## CEMETERIES

Northern Grampians Shire Council is the Trustee for St Arnaud and Stawell (Pleasant Creek) cemeteries. Council maintains the cemetery grounds and infrastructure at the sites, sets the fees and charges and pre-digs the graves.

Council staff are responsible for maintaining records of burials at the cemeteries cemetery.

### Initiatives for 2021/22

- Investigate the transition of cemetery management to a community trust for the Stawell cemetery.
- Establish a community trust for St Arnaud
- Improve functionality of the site in the form of directional and informational signage for Stawell cemetery.
- Prepare Stawell lawn cemetery expansion.
- Review and improve processes relating to the management of cemeteries

# Northern Grampians LIBRARIES

## LIBRARIES

Northern Grampians Shire Council took over management of the service at the beginning of the last financial year. This has led to better quality services to our community that is integrated into the other services provided to the community.

The Northern Grampians is home to two libraries, one in Stawell, and another in St Arnaud. In addition, there is a range of online services that operate 24-hours-a-day, seven-days-a-week offering digital services, including audiobooks.

### Initiatives 2021/22

- Implement outreach library service for the township of Marnoo.

- Finalise concept designs for the Stawell Library refurbishment.
- Grow programs to increase participation at both libraries

| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$403          |
| Income            | (\$153)        |
| <b>Net Cost</b>   | <b>\$250</b>   |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$85)         |
| Rates Subsidy     | (\$165)        |
| <b>Total Net</b>  | <b>(\$250)</b> |

# Sustainable LIVING

## SUSTAINABLE LIVING

Council's ongoing commitment to its roadside weed and rabbit management program, compliments past investments made, enabled through State Government initiative funding and to assist with preventing the spread and introduction of invasive plant and animal species across the shire and region as a whole.

### Initiatives 2021/22

- Ongoing identification and recording of weed and pest infestations throughout the shire and the development and implementation of strategic treatments targeting them.

- Review Roadside Weeds and Pests Control Program
- Advocate for continued funding for the management of invasive plant and animal species

| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$85           |
| Income            | (\$75)         |
| <b>Net Cost</b>   | <b>\$10</b>    |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$3)          |
| Rates Subsidy     | (\$7)          |
| <b>Total Net</b>  | <b>(\$10)</b>  |

# Parks and SPORTING OVALS

## PARKS AND SPORTING OVALS

Council is committed to providing quality parks, garden areas and recreational ovals due to their importance to the health and wellbeing of Northern Grampians Shire residents and visitors.

The service aims to deliver an accessible and connected network of public open spaces, maximising community benefit. Maintenance is delivered to ensure effective and sustainable management practices are implemented and public furnishings deliver high value to the community. Council maintains and manages:

- eight sporting ovals
- four major parks/gardens
- 23 neighbourhood parks
- 16 landscaped community facilities
- 19 playgrounds
- landscaped traffic islands and roundabouts
- 10 stormwater flood retention and reuse dams
- 244,685m<sup>2</sup> of urban town slashing (Stawell and St Arnaud)
- 138,841m<sup>2</sup> of rural town slashing (Halls Gap, Great Western, Marnoo, Navarre, Glenorchy, Stuart Mill)
- 6500 trees in Stawell and St Arnaud
- rural town trees
- electrical line vegetation clearance, and
- weed control in back lanes, drains and gutters

### Initiatives 2021/22

- Continue to develop parks and open spaces, asset management planning and improvements in maintenance practices.

| Service Costs    | \$000's         |
|------------------|-----------------|
| Expense          | \$1,615         |
| Income           | \$0             |
| <b>Net Cost</b>  | <b>\$1,615</b>  |
| Funded By:       | \$000's         |
| Untied Grants    | (\$548)         |
| Rates Subsidy    | (\$1,067)       |
| <b>Total Net</b> | <b>(\$1615)</b> |

- Continue work to secure alternate water supply to service Stawell and St Arnaud's parks and gardens.
- Continue to support Navarre, Great Western and Marnoo communities with the maintenance of their recreational facilities





# Community PROTECTION

## COMMUNITY PROTECTION

Under the *Local Government Act 2020*, Council is empowered to create local laws to help manage public activities and create a safe environment and pleasing place to live.

The Community Safety Unit provides for the peace, order and governance of council controlled public places, animal management, fire prevention and parking control, for the safety and enjoyment of the community.

### Initiatives 2021/22

- Continual improvement to the efficiency of the animal shelter, animal management processes, community safety processes, fire prevention and fee payment options
- Review the delivery functions in place to assist with improving processes and delivery of services
- Commence a review of General Local Law 2012
- Develop Domestic Animal Management Plan 2021-2025

| Service Costs    | \$000's        |
|------------------|----------------|
| Expense          | \$315          |
| Income           | (\$119)        |
| <b>Net Cost</b>  | <b>\$196</b>   |
| Funded By:       | \$000's        |
| Untied Grants    | (\$66)         |
| Rates Subsidy    | (\$129)        |
| <b>Total Net</b> | <b>(\$196)</b> |



# Emergency PLANNING

## EMERGENCY PLANNING

Emergency events are as inevitable as they are unpredictable. Council needs to contribute to building resilient communities. Council's role and responsibilities in emergency events are legislated under the *Emergency Management Act 1989*, the *Emergency Management Act 2013* and the *Emergency Management Legislation Amendment Act 2018*.

Council's legislated duties require it to work in partnership with emergency agencies and the community to provide planning, preparation and response in regards to support and actions required before, during and after an emergency event.

### Initiatives 2021/22

- Work with at risk communities and key agency partners to improve resilience and preparedness
- Review fire prevention inspection processes and procedures
- Implement the new *Emergency Management Act* to ensure Council complies with its legislative requirement



| Service Costs     | \$000's        |
|-------------------|----------------|
| Expense           | \$214          |
| Income            | (\$133)        |
| <b>Net Cost</b>   | <b>\$81</b>    |
| <b>Funded By:</b> | <b>\$000's</b> |
| Untied Grants     | (\$27)         |
| Rates Subsidy     | (\$54)         |
| <b>Total Net</b>  | <b>(\$81)</b>  |

# WASTE

## WASTE

Council is responsible for providing municipal waste and resource recovery services to its community.

Waste services entail the collection of waste whether that be at the source (kerbside, public litter bins) or at collection stations (transfer stations) and the transport and disposal to landfill.

Resource recovery (recycling) involves the collection (kerbside, transfer station) and transport of discarded materials. The materials are then sorted into like products and distributed to manufacturers for reuse.

Through the service implementation, Council works in partnership with adjoining municipalities to support community education and initiatives for waste management.

|                      |                |
|----------------------|----------------|
| <b>Service Costs</b> | <b>\$000's</b> |
| Expense              | \$1,714        |
| Income               | (\$2,860)      |
| <b>Net Cost</b>      | <b>\$1,093</b> |
| <b>Funded By:</b>    | <b>\$000's</b> |
| Untied Grants        | \$0            |
| Rates Subsidy        | \$0            |
| <b>Total Net</b>     | <b>\$0</b>     |

### Initiatives 2021/22

- Explore collaborative procurement opportunities for Council's kerbside waste and recycling collection contract.
- Investigate options for glass collection points throughout the shire
- Investigate options for kerbside Food Organic and Garden Organic (FOGO) in sections of the community
- Research new waste technology and innovations to support waste management to suit the shire





# Organisational EFFECTIVENESS

There are a number of supporting services that form the backbone of Northern Grampians Shire Council. These include the provision of governance support for councillors, management and all internal support services required to enable all other functions of the council to be delivered to the community.

In the 2021-22 budget all other services provided to residents and visitors only contain costs that directly relate to the operation of that area or service and do not include administrative, compliance and governance overheads.

## MANAGEMENT

The organisational structure for council is based on a three directorate model led by the Chief Executive Officer. Within that model each directorate is led and managed by a director and supported by department managers. There are also coordinators and team leaders in those areas with larger staff numbers such as childcare, recreation, parks and gardens, roads, home and community care and leisure and recreation.

The three directors work in Infrastructure, Communities, and Corporate Services. There are eleven department managers covering the areas of Infrastructure, Operations, Community Safety and Amenity, Government Relations and Engagement and Advocacy, Economic Development and Investment, Community Services, Active Communities, Governance and Civic Support, Finance, Business Transformation and People and Culture.

These management positions are responsible for direct service provision

and the management of close to 250 individuals, or 198 full time equivalent employees who deliver services to our community.

## Councillor Services

A high level of administrative and civic support is provided to the Mayor and Councillors. Services include diary coordination and travel arrangements, provision of support documents, briefing and agenda papers, research, protocols and presentations, civic events and citizenship ceremonies, administrative support for various committees and coordination of Councillor communications and professional development. Over 12 Council meetings and over 40 briefing sessions are conducted and supported each year.

## INTERNAL SERVICES

Corporate Services provide effective information and communication services that support efficient operations across the organisation and are responsible for ensuring accountability for legislative and regulatory compliance.

Services include:

- Financial management, including customer support, fleet operations, rates, charges, account management, revenue management and borrowings.
- Business Transformation management, including network and systems for different service areas such as Leisure, Stawell and St Arnaud Libraries, Tourism, Home and Community Care, Maternal and Child Health, Children's Services, Planning, Engineering and Geospatial systems.

# Organisational EFFECTIVENESS

- People and Culture management, including organisational development, training, occupational health and safety, recruitment, performance management and payroll.
- Governance management, including Freedom of Information requests, records management, lease administration, risk, insurance, privacy, civic support, and media and communications.

## **Initiatives 2021/22**

- Working collaboratively with councils in the region to make records management more efficient
- Implementing a new telephony system to improve customer service.
- Development of a Workforce Plan
- Development of a Financial Plan consistent with Local Government Act

## **INFRASTRUCTURE SERVICES**

Council outdoor staff work out of two depots that enable staff to effectively cover all council's assets and deliver programs as required. This service caters for multiple facets of council's

infrastructure delivery.

Services include:

- Engineering services, including develop, design and manage capital works projects, public infrastructure requests and referrals and addressing general customer enquiries.
- Asset management, including asset data and management plans in correlation with regular inspections, determine deficiencies and problem areas and appropriately allocate maintenance and capital works to particular infrastructure assets.

## **Initiatives 2021/22**

- Undertake Road and Drainage condition assessment
- Review Asset Management planning
- Review Plant and Equipment Policy
- Roll out digital works management system
- Undertake the Stawell Flood Study



# Total Summary by SERVICE AREA

| Total Summary by Service Area                     | Total cost<br>of services<br>\$000's | Total Rates<br>Subsidy<br>\$000's | Rates<br>Subsidy of<br>Service<br>as a % |
|---|--------------------------------------|-----------------------------------|--|
| Enhance Lifestyles and Community                  |                                      |                                   |  |
| Active Communities                                | 1,439                                | 389                               | 27.0%                                    |
| Community Buildings                               | 1,482                                | 901                               | 60.8%                                    |
| Community Development                             | 1,452                                | 880                               | 60.6%                                    |
| Community Safety                                  | 3,104                                | 414                               | 13.3%                                    |
| Early Years Care                                  | 2,022                                | 271                               | 13.4%                                    |
| Parks & Sporting Ovals                            | 1,747                                | 1,089                             | 62.3%                                    |
| Positive Ageing                                   | 1,451                                | 106                               | 7.3%                                     |
| <b>Total Enhance Lifestyles and Community</b>     | <b>12,698</b>                        | <b>4,051</b>                      | <b>31.9%</b>                             |
| Boost Economic Growth                             |                                      |                                   |  |
| Business Support                                  | 440                                  | 290                               | 66.1%                                    |
| Planning  | 865                                  | 482                               | 55.7%                                    |
| Tourism   | 513                                  | 339                               | 66.1%                                    |
| <b>Total Boost Economic Growth</b>                | <b>1,818</b>                         | <b>1,111</b>                      | <b>61.1%</b>                             |
| Provide Sustainable Infrastructure                |                                      |                                   |  |
| Roads, Bridges, Footpaths, Drainage               | 2,922                                | 1,893                             | 64.8%                                    |
| <b>Total Provide Sustainable Infrastructure</b>   | <b>2,922</b>                         | <b>1,893</b>                      | <b>64.8%</b>                             |
| Improve Organisational Effectiveness              |                                      |                                   |  |
| Corporate Services                                | 6,005                                | 3,782                             | 63.0%                                    |
| Infrastructure Services                           | 1,499                                | 923                               | 61.6%                                    |
| Management  | 3,433                                | 2,268                             | 66.1%                                    |
| <b>Total Improve Organisational Effectiveness</b> | <b>10,937</b>                        | <b>6,974</b>                      | <b>63.8%</b>                             |
| <b>Total Service Budget</b>                       | <b>28,374</b>                        | <b>14,028</b>                     | <b>49.4%</b>                             |



# Strategic OBJECTIVES

## Council Plan Strategic Objectives Reconciliation with budgeted operating result

| Strategic Objectives               | Net Cost<br>(Revenue<br>\$'000 | Exp<br>\$'000 | Rev<br>\$'000 |
|------------------------------------|--------------------------------|---------------|---------------|
| Enhance Lifestyle and Community    | 7,850                          | 12,698        | 4,848         |
| Boost Economic Growth              | 1,682                          | 1,818         | 136           |
| Provide Sustainable Infrastructure | 2,865                          | 2,922         | 57            |
| Improve Organisational             | 10,456                         | 10,843        | 387           |
| <b>Total</b>                       | <b>22,853</b>                  | <b>28,281</b> | <b>5,428</b>  |

### Expenses added in:

|                               |        |
|-------------------------------|--------|
| Depreciation and amortisation | 13,904 |
|-------------------------------|--------|

|                                       |               |
|---------------------------------------|---------------|
| <b>Deficit before funding sources</b> | <b>36,757</b> |
|---------------------------------------|---------------|

### Funding sources to be added in:

|                              |               |
|------------------------------|---------------|
| Rates and Charges            | 18,811        |
| Victoria Grants Commission   | 8,205         |
| Capital Grants               | 8,081         |
| Natural Disaster Funding     |               |
| Capital Contributions        | 510           |
| <b>Total Funding Sources</b> | <b>35,607</b> |

|  |                |
|--|----------------|
| <b>Operating surplus/(deficit) for the</b> | <b>(1,150)</b> |
|--|----------------|

(1,150)

## Borrowings

The table below shows information

|                                      | Budget            | Projections       |                   |                   |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                      | 2021/22<br>\$'000 | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 |
| Amount borrowed as at 30 June of the | 2,190             | 1,097             | 1,000             | 1,000             |
| Amount proposed to be borrowed       | -                 | -                 | -                 | 450               |
| Amount projected to be redeemed      | (1,092)           | (97)              | -                 | -                 |
| Amount of borrowings as at 30 June   | 1,097             | 1,000             | 1,000             | 1,450             |

# Budget APPENDICES

## APPENDICES

The following appendices include voluntary and statutory disclosures of information which provide support for the services listed in this document.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness.

Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government reporting.

The contents of the appendices are summarised below:

| Appendix | Nature of Information | Page |
|----------|-----------------------|------|
| A        | Financial Statements  | 38   |
| B        | Rates and Charges     | 47   |
| C        | Capital Works Program | 53   |
| D        | Performance Reporting | 58   |

# Appendix A

# FINANCIAL STATEMENTS

## FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget statements includes the current 2020/21 forecast actuals, the 2021/22 budget plus the ensuing three financial years until 2024/25.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Summary of Planned Human Resources Expenditure

The 2021/22 budget has been prepared in accordance with the requirements of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and based on the accounting standards applicable at the date of preparation.



# Appendix A

## Comprehensive Income Statement

For the four years ending 30 June 2025

|   | Forecast<br>Actual<br>2020/21<br>\$'000 | Budget<br>2021/22<br>\$'000 | Projections       |                   |                   |
|---|---|-----------------------------|-------------------|-------------------|-------------------|
|   |   |                             | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 |
| <b>Income</b>                                   |   |                             |                   |                   |                   |
| Rates and charges                               | 18,374                                  | <b>18,811</b>               | 19,188            | 19,572            | 19,963            |
| Statutory fees and fines                        | 438                                     | <b>455</b>                  | 465               | 475               | 485               |
| User fees                                       | 1,317                                   | <b>1,813</b>                | 1,903             | 1,944             | 1,988             |
| Grants - operating                              | 7,671                                   | <b>10,493</b>               | 10,723            | 10,959            | 11,201            |
| Grants - capital                                | 9,348                                   | <b>8,081</b>                | 6,289             | 3,070             | 12,624            |
| Contributions - operating - monetary            | 52                                      | <b>50</b>                   | 51                | 52                | 53                |
| Contributions - capital - monetary              | 246                                     | <b>510</b>                  | 35                | 68                | 10                |
| Other Income                                    | 702                                     | <b>828</b>                  | 902               | 922               | 943               |
| <b>Total Income</b>                             | <b>38,148</b>                           | <b>41,041</b>               | <b>39,556</b>     | <b>37,062</b>     | <b>47,267</b>     |
| <b>Expenses</b>                                 |   |                             |                   |                   |                   |
| Employee costs                                  | 16,094                                  | <b>17,166</b>               | 17,510            | 17,860            | 18,218            |
| Materials and services                          | 9,629                                   | <b>9,435</b>                | 10,107            | 9,963             | 10,379            |
| Depreciation                                    | 11,378                                  | <b>13,818</b>               | 14,094            | 14,376            | 14,664            |
| Amortisation - right of use of assets           | 99                                      | <b>86</b>                   | 24                | -                 | -                 |
| Borrowing costs                                 | 102                                     | <b>75</b>                   | 43                | 40                | 40                |
| Finance costs - leases                          | 4                                       | <b>3</b>                    | 2                 |                   |                   |
| Other expenses                                  | 1,316                                   | <b>1,608</b>                | 1,640             | 1,673             | 1,707             |
| <b>Total Expenses</b>                           | <b>38,622</b>                           | <b>42,191</b>               | <b>43,420</b>     | <b>43,912</b>     | <b>45,008</b>     |
| <b>Surplus (Deficit) for the Year</b>           | <b>(474)</b>                            | <b>(1,150)</b>              | <b>(3,864)</b>    | <b>(6,850)</b>    | <b>2,259</b>      |
| <b>Other comprehensive income</b>               |   |                             |                   |                   |                   |
| Net asset revaluation increment<br>/(decrement) | -                                       | -                           | -                 | -                 | -                 |
| <b>Comprehensive Result</b>                     | <b>(474)</b>                            | <b>(1,150)</b>              | <b>(3,864)</b>    | <b>(6,850)</b>    | <b>2,259</b>      |

## Balance Sheet

For the four years ending 30 June 2025

|  | Forecast<br>Actual<br>2020/21<br>\$'000 | Budget<br>2021/22<br>\$'000 | Projections       |                   |                   |
|--|---|-----------------------------|-------------------|-------------------|-------------------|
|  |   |                             | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 |
| <b>Assets</b>                                  |   |                             |                   |                   |                   |
| <b>Current Assets</b>                          |   |                             |                   |                   |                   |
| Cash and cash equivalents                      | 15,450                                  | 11,641                      | 9,849             | 9,289             | 8,957             |
| Trade and other receivables                    | 2,042                                   | 1,988                       | 1,979             | 1,979             | 1,979             |
| Other Financial Assets                         | -                                       | -                           | -                 | -                 | -                 |
| Inventories                                    | 58                                      | 58                          | 58                | 58                | 58                |
| Non-current assets classified as held for sale | 66                                      | 66                          | 66                | 66                | 66                |
| Other Assets                                   | 212                                     | 212                         | 212               | 212               | 212               |
| <b>Total Current Assets</b>                    | <b>17,828</b>                           | <b>13,965</b>               | <b>12,164</b>     | <b>11,604</b>     | <b>11,272</b>     |
| <b>Non-current Assets</b>                      |   |                             |                   |                   |                   |
| Trade and other receivables                    | 9                                       | -                           | -                 | -                 | -                 |
| Investments in associates                      | 197                                     | 197                         | 197               | 197               | 197               |
| Property, infrastructure, plant & equipment    | 446,213                                 | 447,889                     | 445,801           | 439,560           | 442,652           |
| Right of use assets                            | 110                                     | 24                          | -                 | -                 | -                 |
| <b>Total Non-current Assets</b>                | <b>446,529</b>                          | <b>448,110</b>              | <b>445,998</b>    | <b>439,757</b>    | <b>442,849</b>    |
| <b>Total Assets</b>                            | <b>464,357</b>                          | <b>462,075</b>              | <b>458,162</b>    | <b>451,361</b>    | <b>454,121</b>    |
| <b>Liabilities</b>                             |   |                             |                   |                   |                   |
| <b>Current Liabilities</b>                     |   |                             |                   |                   |                   |
| Trade and other payables                       | 2,372                                   | 2,419                       | 2,468             | 2,516             | 2,567             |
| Trust funds and deposits                       | 123                                     | 123                         | 123               | 123               | 123               |
| Employee provisions                            | 2,874                                   | 2,874                       | 2,874             | 2,874             | 2,874             |
| Unearned income                                | 1,752                                   | 1,752                       | 1,752             | 1,752             | 1,752             |
| Interest-bearing liabilities                   | 1,092                                   | 97                          | -                 | -                 | 1,000             |
| Lease liabilities                              | 87                                      | -                           | -                 | -                 | -                 |
| <b>Total Current Liabilities</b>               | <b>8,300</b>                            | <b>7,265</b>                | <b>7,217</b>      | <b>7,265</b>      | <b>8,316</b>      |
| <b>Non-current Liabilities</b>                 |   |                             |                   |                   |                   |
| Employee provisions                            | 194                                     | 194                         | 194               | 194               | 194               |
| Land improvement provision                     | 119                                     | 119                         | 119               | 119               | 119               |
| Unearned income                                | 800                                     | 800                         | 800               | 800               | 800               |
| Interest-bearing liabilities                   | 1,097                                   | 1,000                       | 1,000             | 1,000             | 450               |
| <b>Total Non-current Liabilities</b>           | <b>2,210</b>                            | <b>2,113</b>                | <b>2,113</b>      | <b>2,113</b>      | <b>1,563</b>      |
| <b>Total Liabilities</b>                       | <b>10,510</b>                           | <b>9,378</b>                | <b>9,330</b>      | <b>9,378</b>      | <b>9,879</b>      |
| <b>Net Assets</b>                              | <b>453,847</b>                          | <b>452,697</b>              | <b>448,832</b>    | <b>441,983</b>    | <b>444,242</b>    |
| <b>Equity</b>                                  |   |                             |                   |                   |                   |
| Accumulated Surplus                            | 133,452                                 | 132,529                     | 129,202           | 122,325           | 124,120           |
| Reserves                                       | 320,395                                 | 320,168                     | 319,630           | 319,658           | 320,122           |
| <b>Total Equity</b>                            | <b>453,847</b>                          | <b>452,697</b>              | <b>448,832</b>    | <b>441,983</b>    | <b>444,242</b>    |

# Appendix A

## Statement of Changes in Equity

For the four years ending 30 June 2025

|   | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|---|-----------------|----------------------------------|----------------------------------|-----------------------------|
| <b>2021 Forecast Actual</b>                 |                 |                                  |                                  |                             |
| Balance at Beginning of the Financial Year  | 454,321         | 134,212                          | 314,487                          | 5,622                       |
| Comprehensive Result                        | (474)           | (474)                            | -                                | -                           |
| Transfers from Other Reserves               | -               | 301                              | -                                | (301)                       |
| Transfers to Other Reserves                 | -               | (587)                            | -                                | 587                         |
| <b>Balance at End of the Financial Year</b> | <b>453,847</b>  | <b>133,452</b>                   | <b>314,487</b>                   | <b>5,908</b>                |
| <b>2022 Budget</b>                          |                 |                                  |                                  |                             |
| Balance at Beginning of the Financial Year  | 453,847         | 133,452                          | 314,487                          | 5,908                       |
| Comprehensive Result                        | (1,150)         | (1,150)                          | -                                | -                           |
| Transfers from Other Reserves               | -               | 1,000                            | -                                | (1,000)                     |
| Transfers to Other Reserves                 | -               | (773)                            | -                                | 773                         |
| <b>Balance at End of the Financial Year</b> | <b>452,697</b>  | <b>132,529</b>                   | <b>314,487</b>                   | <b>5,681</b>                |
| <b>2023</b>                                 |                 |                                  |                                  |                             |
| Balance at Beginning of the Financial Year  | 452,697         | 132,529                          | 314,487                          | 5,681                       |
| Comprehensive Result                        | (3,865)         | (3,865)                          | -                                | -                           |
| Transfers from Other Reserves               | -               | 1,314                            | -                                | (1,314)                     |
| Transfers to Other Reserves                 | -               | (776)                            | -                                | 776                         |
| <b>Balance at End of the Financial Year</b> | <b>448,832</b>  | <b>129,202</b>                   | <b>314,487</b>                   | <b>5,143</b>                |
| <b>2024</b>                                 |                 |                                  |                                  |                             |
| Balance at Beginning of the Financial Year  | 448,832         | 129,202                          | 314,487                          | 5,143                       |
| Comprehensive Result                        | (6,849)         | (6,849)                          | -                                | -                           |
| Transfers from Other Reserves               | -               | 762                              | -                                | (762)                       |
| Transfers to Other Reserves                 | -               | (790)                            | -                                | 790                         |
| <b>Balance at End of the Financial Year</b> | <b>441,983</b>  | <b>122,325</b>                   | <b>314,487</b>                   | <b>5,171</b>                |
| <b>2025</b>                                 |                 |                                  |                                  |                             |
| Balance at Beginning of the Financial Year  | 441,983         | 122,325                          | 314,487                          | 5,171                       |
| Comprehensive Result                        | 2,259           | 2,259                            | -                                | -                           |
| Transfers from Other Reserves               | -               | 560                              | -                                | (560)                       |
| Transfers to Other Reserves                 | -               | (1,024)                          | -                                | 1,024                       |
| <b>Balance at End of the Financial Year</b> | <b>444,242</b>  | <b>124,120</b>                   | <b>314,487</b>                   | <b>5,635</b>                |



# Appendix A

## Statement of Cashflows

For the four years ending 30 June 2025

|   | 2020/21<br>\$'000<br>Inflows<br>(Outflows) | 2021/22<br>\$'000<br>Inflows<br>(Outflows) | 2022/23<br>\$'000<br>Inflows<br>(Outflows) | 2023/24<br>\$'000<br>Inflows<br>(Outflows) | 2024/25<br>\$'000<br>Inflows<br>(Outflows) |
|---|--|--|--|--|--|
| <b>Cash flows from operating activities</b>                         |  |  |  |  |  |
| Rates and charges   | 18,374                                     | <b>18,756</b>                              | 19,188                                     | 19,572                                     | 19,963                                     |
| Statutory fees and fines  | 438  | <b>455</b>                                 | 465  | 475  | 485  |
| User fees   | 1,317                                      | <b>1,813</b>                               | 1,903                                      | 1,944                                      | 1,988                                      |
| Grants - operating  | 7,671                                      | <b>10,493</b>                              | 10,723                                     | 10,959                                     | 11,201                                     |
| Grants - capital  | 9,348                                      | <b>8,081</b>                               | 6,289                                      | 3,070                                      | 12,624                                     |
| Contributions - operating   | 52   | <b>50</b>                                  | 51   | 52   | 53   |
| Contributions - capital   | 246  | <b>510</b>                                 | 35   | 68   | 10   |
| Interest received   | 174  | <b>230</b>                                 | 230  | 230  | 230  |
| Other receipts  | 528  | <b>653</b>                                 | 672  | 692  | 713  |
| Employee costs  | (16,094)                                   | <b>(17,166)</b>                            | (17,510)                                   | (17,860)                                   | (18,218)                                   |
| Materials and services  | (9,629)                                    | <b>(9,388)</b>                             | (10,059)                                   | (9,913)                                    | (10,328)                                   |
| Other payments  | (1,316)                                    | <b>(1,608)</b>                             | (1,640)                                    | (1,673)                                    | (1,707)                                    |
| <b>Net cash provided by operating activities</b>                    | <b>11,109</b>                              | <b>12,879</b>                              | <b>10,347</b>                              | <b>7,616</b>                               | <b>17,014</b>                              |
| <b>Cash flows from investing activities</b>                         |  |  |  |  |  |
| Payments for property, infrastructure, plant and equipment          | (22,435)                                   | <b>(15,649)</b>                            | (12,108)                                   | (8,323)                                    | (17,956)                                   |
| Proceeds from sale of property, infrastructure, plant and equipment | 70   | <b>155</b>                                 | 102  | 187  | 200  |
| Loans and advances made   | (64)                                       | -  | -  | -  | -  |
| Payments of loans and advances                                      |  | <b>63</b>                                  | 9  | -  | -  |
| <b>Net cash used in investing activities</b>                        | <b>(22,429)</b>                            | <b>(15,431)</b>                            | <b>(11,997)</b>                            | <b>(8,136)</b>                             | <b>(17,756)</b>                            |
| <b>Cash flows from financing activities</b>                         |  |  |  |  |  |
| Finance Costs   | (102)                                      | <b>(75)</b>                                | (43)                                       | (40)                                       | (40)                                       |
| Proceeds from Borrowings  | -  | -  | -  | -  | 450  |
| Repayment of Borrowings   | (218)                                      | <b>(1,092)</b>                             | (97)                                       | -  | -  |
| Interest paid - lease liability                                     | (4)  | <b>(3)</b>                                 | (2)  | -  | -  |
| Repayment of lease liabilities                                      | (114)                                      | <b>(87)</b>                                | -  | -  | -  |
| <b>Net cash provided by financing activities</b>                    | <b>(438)</b>                               | <b>(1,257)</b>                             | <b>(142)</b>                               | <b>(40)</b>                                | <b>410</b>                                 |
| Net (Decrease) / Increase in Cash and Cash Equivalents              | (11,758)                                   | <b>(3,809)</b>                             | (1,792)                                    | (560)                                      | (332)                                      |
| Cash and Cash Equivalents at Beginning of the Financial Year        | 27,208                                     | <b>15,450</b>                              | 11,641                                     | 9,849                                      | 9,289                                      |
| <b>Cash and Cash Equivalents at End of the Financial Year</b>       | <b>15,450</b>                              | <b>11,641</b>                              | <b>9,849</b>                               | <b>9,289</b>                               | <b>8,957</b>                               |

# Appendix A

## Statement of Capital Works

For the four years ending 30 June 2025

| Capital Works Areas                    | Forecast<br>Actual<br>2020/21<br>\$'000 | Budget<br>2021/22<br>\$'000 | Projections       |                   |                   |
|--|---|-----------------------------|-------------------|-------------------|-------------------|
|  |   |                             | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 |
| <b>Property</b>                        |   |                             |                   |                   |                   |
| Land Improvements                      | 605                                     | <b>600</b>                  | -                 | -                 | -                 |
| Buildings                              | 2,295                                   | <b>3,311</b>                | 450               | -                 | -                 |
| <b>Total Property</b>                  | <b>2,901</b>                            | <b>3,911</b>                | <b>450</b>        | <b>-</b>          | <b>-</b>          |
| <b>Plant and Equipment</b>             |   |                             |                   |                   |                   |
| Plant, Machinery and Equipment         | 839                                     | <b>810</b>                  | 803               | 858               | 930               |
| Computers and Telecommunications       | 90                                      | -                           | -                 | -                 | -                 |
| <b>Total Plant and Equipment</b>       | <b>929</b>                              | <b>810</b>                  | <b>803</b>        | <b>858</b>        | <b>930</b>        |
| <b>Infrastructure</b>                  |   |                             |                   |                   |                   |
| Roads                                  | 6,685                                   | <b>4,154</b>                | 4,925             | 4,254             | 4,305             |
| Bridges                                | 2,232                                   | <b>1,049</b>                | 1,066             | 1,084             | 1,103             |
| Footpaths                              | 167                                     | <b>408</b>                  | 228               | 232               | 236               |
| Drainage                               | 65                                      | <b>164</b>                  | 78                | 80                | 82                |
| Waste management                       | 300                                     | <b>205</b>                  | 900               | 215               | 100               |
| Parks, Open Space and Streetscapes     | 8,716                                   | <b>4,648</b>                | 3,658             | 1,600             | 11,200            |
| Aerodromes                             | 440                                     | <b>300</b>                  | -                 | -                 | -                 |
| <b>Total Infrastructure</b>            | <b>18,605</b>                           | <b>10,928</b>               | <b>10,855</b>     | <b>7,465</b>      | <b>17,026</b>     |
| <b>Total Capital Works Expenditure</b> | <b>22,435</b>                           | <b>15,649</b>               | <b>12,108</b>     | <b>8,323</b>      | <b>17,956</b>     |
| <b>Represented by:</b>                 |   |                             |                   |                   |                   |
| New Asset Expenditure                  | 2,922                                   | <b>1,458</b>                | 1,050             | 1,715             | 100               |
| Asset Renewal Expenditure              | 8,113                                   | <b>4,869</b>                | 5,417             | 4,936             | 5,053             |
| Asset Expansion Expenditure            | 167                                     | <b>408</b>                  | 228               | 232               | 236               |
| Asset Upgrade Expenditure              | 11,233                                  | <b>8,915</b>                | 5,413             | 1,440             | 12,567            |
| <b>Total Capital Works Expenditure</b> | <b>22,435</b>                           | <b>15,649</b>               | <b>12,108</b>     | <b>8,323</b>      | <b>17,956</b>     |
| <b>Funding sources represented by:</b> |   |                             |                   |                   |                   |
| Grants                                 | 9,348                                   | <b>8,081</b>                | 6,290             | 3,070             | 12,574            |
| Contributions                          | 246                                     | <b>510</b>                  | 35                | 68                | 60                |
| Borrowings                             | -                                       | -                           | -                 | -                 | 450               |
| Council Cash                           | 12,841                                  | <b>7,058</b>                | 5,783             | 5,185             | 4,872             |
| <b>Total capital works expenditure</b> | <b>22,435</b>                           | <b>15,649</b>               | <b>12,108</b>     | <b>8,323</b>      | <b>17,956</b>     |

**Statement of Human Resources**  
For the four years ending 30 June 2025

# Appendix A

|                                | Forecast<br>Actual<br>2020/21<br>\$'000 | Budget<br>2021/22<br>\$'000 | Projections       |                   |                   |
|--------------------------------|---|-----------------------------|-------------------|-------------------|-------------------|
|                                |   |                             | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 |
| <b>Staff Expenditure</b>       |   |                             |                   |                   |                   |
| Employee costs - operating     | 16,094                                  | <b>17,166</b>               | 17,510            | 17,860            | 18,218            |
| Employee costs - capital       | 1,232                                   | <b>1,016</b>                | 1,036             | 1,057             | 1,078             |
| <b>Total Staff Expenditure</b> | <b>17,326</b>                           | <b>18,182</b>               | <b>18,546</b>     | <b>18,917</b>     | <b>19,296</b>     |
| <b>Staff Numbers</b>           | FTE                                     | FTE                         | FTE               | FTE               | FTE               |
| Employees                      | 181.1                                   | <b>198.0</b>                | 200.8             | 206.5             | 208.2             |
| <b>Total Staff Numbers</b>     | <b>181.1</b>                            | <b>198.0</b>                | <b>200.8</b>      | <b>206.5</b>      | <b>208.2</b>      |

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

| Directorate                    | Budget<br>2020/21<br>\$'000 | Comprises           |                     |                  |
|--------------------------------|-----------------------------|---------------------|---------------------|------------------|
|                                |                             | Full Time<br>\$'000 | Part Time<br>\$'000 | Casual<br>\$'000 |
| CEO Office                     | 610                         | 610                 |                     |                  |
| Corporate Services             | 3,722                       | 3,112               | 608                 | -                |
| Communities                    | 5,737                       | 2,881               | 2,327               | 504              |
| Infrastructure & Environment   | 7,097                       | 6,785               | 298                 | 40               |
| <b>Total staff expenditure</b> | <b>17,166</b>               | <b>13,388</b>       | <b>3,233</b>        | <b>544</b>       |
| Capitalised labour costs       | 1,016                       |                     |                     |                  |
| <b>Total expenditure</b>       | <b>18,182</b>               |                     |                     |                  |

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

| Directorate                  | Budget<br>2020/21<br>FTE | Comprises        |                  |                |
|------------------------------|--------------------------|------------------|------------------|----------------|
|                              |                          | Full Time<br>FTE | Part Time<br>FTE | Casuals<br>FTE |
| CEO Office                   | 4.0                      | 4.0              | -                | -              |
| Corporate Services           | 37.3                     | 33.0             | 4.3              | -              |
| Communities                  | 63.6                     | 28.0             | 29.4             | 6.2            |
| Infrastructure & Environment | 93.1                     | 89.0             | 4.1              | -              |
| <b>Total staff</b>           | <b>198.0</b>             | <b>154.0</b>     | <b>37.8</b>      | <b>6.2</b>     |

## Employee Costs

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, workcover, rostered days and excludes casual staff employed through an agency.



# Appendix A

## Summary of Planned Human Resources Expenditure For the four years ending 30 June 2025

|   | 2021/22<br>\$'000 | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 |
|---|-------------------|-------------------|-------------------|-------------------|
| <b>CEO Office</b>                               |                   |                   |                   |                   |
| Permanent - Full time                           | 610               | 622               | 635               | 647               |
| Female  | 450               | 459               | 468               | 478               |
| Male  | 160               | 163               | 166               | 170               |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| Permanent - Part time                           | 0                 | 0                 | 0                 | 0                 |
| Female  | 0                 | 0                 | 0                 | 0                 |
| Male  | 0                 | 0                 | 0                 | 0                 |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| <b>Total CEO Office</b>                         | <b>610</b>        | <b>622</b>        | <b>635</b>        | <b>647</b>        |
| <b>Corporate Services</b>                       |                   |                   |                   |                   |
| Permanent - Full time                           | 3,112             | 3,174             | 3,237             | 3,302             |
| Female  | 2,098             | 2,140             | 2,183             | 2,227             |
| Male  | 1,013             | 1,033             | 1,054             | 1,075             |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| Permanent - Part time                           | 608               | 572               | 583               | 595               |
| Female  | 560               | 572               | 583               | 595               |
| Male  | 47                | 0                 | 0                 | 0                 |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| <b>Total Corporate Services</b>                 | <b>3,719</b>      | <b>3,745</b>      | <b>3,820</b>      | <b>3,897</b>      |
| <b>Communities</b>                              |                   |                   |                   |                   |
| Permanent - Full time                           | 2,881             | 2,939             | 2,998             | 3,058             |
| Female  | 2,357             | 2,405             | 2,453             | 2,502             |
| Male  | 524               | 534               | 545               | 556               |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| Permanent - Part time                           | 2,327             | 2,374             | 2,421             | 2,470             |
| Female  | 2,300             | 2,346             | 2,392             | 2,440             |
| Male  | 28                | 28                | 29                | 29                |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| <b>Total Communities</b>                        | <b>5,208</b>      | <b>5,313</b>      | <b>5,419</b>      | <b>5,527</b>      |
| <b>Infrastructure and Environment</b>           |                   |                   |                   |                   |
| Permanent - Full time                           | 6,785             | 6,970             | 7,110             | 7,253             |
| Female  | 1,406             | 1,434             | 1,462             | 1,492             |
| Male  | 5,380             | 5,536             | 5,647             | 5,761             |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| Permanent - Part time                           | 298               | 304               | 311               | 317               |
| Female  | 186               | 190               | 194               | 198               |
| Male  | 112               | 114               | 117               | 119               |
| Self-described gender                           | 0                 | 0                 | 0                 | 0                 |
| <b>Total Infrastructure and Environment</b>     | <b>7,084</b>      | <b>7,275</b>      | <b>7,420</b>      | <b>7,570</b>      |
| <b>Casuals, temporary and other expenditure</b> | <b>544</b>        | <b>555</b>        | <b>566</b>        | <b>578</b>        |
| <b>Capitalised labour costs</b>                 | <b>1,016</b>      | <b>1,036</b>      | <b>1,057</b>      | <b>1,078</b>      |
| <b>Total staff expenditure</b>                  | <b>17,166</b>     | <b>17,510</b>     | <b>17,860</b>     | <b>18,218</b>     |

|                         | 2021/22<br>FTE | 2022/23<br>FTE | 2023/24<br>FTE | 2024/25<br>FTE |
|-------------------------|----------------|----------------|----------------|----------------|
| <b>CEO Office</b>       |                |                |                |                |
| Permanent - Full time   | 4.0            | 4.0            | 4.0            | 4.0            |
| Female                  | 3.0            | 3.0            | 3.0            | 3.0            |
| Male                    | 1.0            | 1.0            | 1.0            | 1.0            |
| Self-described gender   | 0.0            | 0.0            | 0.0            | 0.0            |
| Permanent - Part time   | 0.0            | 0.0            | 0.0            | 0.0            |
| Female                  | 0.0            | 0.0            | 0.0            | 0.0            |
| Male                    | 0.0            | 0.0            | 0.0            | 0.0            |
| Self-described gender   | 0.0            | 0.0            | 0.0            | 0.0            |
| <b>Total CEO Office</b> | <b>4.0</b>     | <b>4.0</b>     | <b>4.0</b>     | <b>4.0</b>     |

# Appendix A

## Summary of Planned Human Resource Expenditure (cont.)

### Corporate Services

|                                 |             |             |             |             |
|---------------------------------|-------------|-------------|-------------|-------------|
| Permanent - Full time           | 31.0        | 31.0        | 33.0        | 33.0        |
| Female                          | 22.0        | 22.0        | 23.0        | 23.0        |
| Male                            | 9.0         | 9.0         | 10.0        | 10.0        |
| Self-described gender           | 0.0         | 0.0         | 0.0         | 0.0         |
| Permanent - Part time           | 6.3         | 6.4         | 6.5         | 6.7         |
| Female                          | 5.7         | 5.8         | 5.9         | 6.0         |
| Male                            | 0.6         | 0.6         | 0.7         | 0.7         |
| Self-described gender           | 0.0         | 0.0         | 0.0         | 0.0         |
| <b>Total Corporate Services</b> | <b>37.3</b> | <b>37.4</b> | <b>39.5</b> | <b>39.7</b> |

### Communities

|                          |             |             |             |             |
|--------------------------|-------------|-------------|-------------|-------------|
| Permanent - Full time    | 29.0        | 30.0        | 31.0        | 31.0        |
| Female                   | 24.0        | 24.0        | 25.0        | 25.0        |
| Male                     | 5.0         | 0.0         | 0.0         | 0.0         |
| Self-described gender    | 0.0         | 0.0         | 0.0         | 0.0         |
| Permanent - Part time    | 28.3        | 28.9        | 29.5        | 30.1        |
| Female                   | 27.9        | 28.5        | 29.1        | 29.6        |
| Male                     | 0.4         | 0.4         | 0.4         | 0.4         |
| Self-described gender    | 0.0         | 0.0         | 0.0         | 0.0         |
| <b>Total Communities</b> | <b>57.3</b> | <b>58.9</b> | <b>60.5</b> | <b>61.1</b> |

### Infrastructure and Environment

|   |             |             |             |             |
|---|-------------|-------------|-------------|-------------|
| Permanent - Full time                       | 89.0        | 90.0        | 92.0        | 93.0        |
| Female                                      | 15.0        | 15.0        | 16.0        | 16.0        |
| Male  | 74.0        | 75.0        | 76.0        | 77.0        |
| Self-described gender                       | 0.0         | 0.0         | 0.0         | 0.0         |
| Permanent - Part time                       | 3.6         | 3.6         | 3.6         | 3.6         |
| Female                                      | 2.2         | 2.2         | 2.2         | 2.2         |
| Male  | 1.4         | 1.4         | 1.4         | 1.4         |
| Self-described gender                       | 0.0         | 0.0         | 0.0         | 0.0         |
| <b>Total Infrastructure and Environment</b> | <b>92.6</b> | <b>93.6</b> | <b>95.6</b> | <b>96.6</b> |

### Casuals and temporary staff

|                            |              |              |              |              |
|----------------------------|--------------|--------------|--------------|--------------|
|                            | 6.8          | 6.8          | 6.8          | 6.8          |
| <b>Capitalised labour</b>  | <b>0.0</b>   | <b>0.0</b>   | <b>0.0</b>   | <b>0.0</b>   |
| <b>Total staff numbers</b> | <b>198.1</b> | <b>200.8</b> | <b>206.5</b> | <b>208.2</b> |

# Appendix B

# RATES AND CHARGES

## Appendix B

### Rates and Charges

This appendix presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

#### 1. Rates and Charges

1.1 The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

|                                | Forecast<br>Actual<br>\$000's | Budget<br>\$000's | Change      |
|--------------------------------|-------------------------------|-------------------|-------------|
| General rates                  | 14,124                        | 14,315            | 1.4%        |
| Municipal charge               | 1,312                         | 1,330             | 1.4%        |
| Waste management charge        | 2,815                         | 2,830             | 0.5%        |
| Cultural and recreational      | 11                            | 11                | (5.6%)      |
| Interest on rates and charges  | -                             | -                 | 100.0%      |
| Revenue in lieu of rates       | 112                           | 325               | 190.2%      |
| <b>Total rates and charges</b> | <b>18,374</b>                 | <b>18,811</b>     | <b>2.4%</b> |

1.2 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

| Type of Property                                     | 2020/21<br>cents/\$CIV | 2021/22<br>cents/\$CIV | Change |
|--|------------------------|------------------------|--------|
| General rate for rateable residential properties     | 0.6129                 | 0.5705                 | (6.9%) |
| General rate for rateable commercial properties      | 0.6129                 | 0.5705                 | (6.9%) |
| General rate for rateable industrial properties      | 0.6129                 | 0.5705                 | (6.9%) |
| General rate for rateable farm properties            | 0.2881                 | 0.2682                 | (6.9%) |
| Rate concession for rateable recreational properties | 0.3548                 | 0.3309                 | (6.7%) |

1.3 The estimated total amount to be raised by general rates in relation to each type or class of land and the estimated total amount to be raised by general rates compared with the previous financial year

| Type of Property                                  | 2020/21<br>\$000's | 2021/22<br>\$000's | Change      |
|---|--------------------|--------------------|-------------|
| Residential                                       | 8,033              | 7,922              | (1.4%)      |
| Commercial  | 783                | 742                | (5.2%)      |
| Industrial  | 291                | 298                | 2.2%        |
| Farm  | 5,017              | 5,353              | 6.7%        |
| Cultural and recreational                         | 11                 | 11                 | (5.6%)      |
| <b>Total amount to be raised by general rates</b> | <b>14,136</b>      | <b>14,326</b>      | <b>1.3%</b> |



# Appendix B

## 1.4 The number of assessments in relation to each type or class of land and the total number of assessments compared with the previous financial year

| Type of Property                   | 2020/21      | 2021/22      | Change      |
|------------------------------------|--------------|--------------|-------------|
| Residential                        | 6,521        | 6,598        | 1.2%        |
| Commercial                         | 417          | 377          | (9.6%)      |
| Industrial                         | 207          | 207          | 0.0%        |
| Farm                               | 2,222        | 2,218        | (0.2%)      |
| Cultural and Recreational          | 8            | 8            | 0.0%        |
| <b>Total number of assessments</b> | <b>9,375</b> | <b>9,408</b> | <b>0.4%</b> |

## 1.5 The basis of valuation to be used is the Capital Improved Value (CIV)

## 1.6 The estimated total value of each type of property and the estimated total value compared with the previous financial year

| Type of Property           | 2020/21<br>\$000's | 2021/22<br>\$000's | Change       |
|----------------------------|--------------------|--------------------|--------------|
| Residential                | 1,282,043          | 1,388,604          | 8.3%         |
| Commercial                 | 138,294            | 130,113            | (5.9%)       |
| Industrial                 | 47,525             | 52,162             | 9.8%         |
| Farm                       | 1,744,032          | 1,996,058          | 14.5%        |
| Cultural and Recreational  | 3,229              | 3,267              | 1.2%         |
| <b>Total value of land</b> | <b>3,215,123</b>   | <b>3,570,204</b>   | <b>11.0%</b> |

## 1.7 The municipal charge under section 159 of the Act compared with the previous financial year

| Type of Charge   | Per Rateable Property |         |        |
|------------------|-----------------------|---------|--------|
|                  | 2020/21               | 2021/22 |        |
|                  | \$                    | \$      | Change |
| Municipal Charge | 162                   | 164     | 1.2%   |

## 1.8 The estimated total amount to be raised by municipal charges compared with the previous financial year

| Type of Charge   | 2020/21<br>\$000's | 2021/22<br>\$000's | Change |
|------------------|--------------------|--------------------|--------|
| Municipal Charge | 1,312              | 1,330              | 1.4%   |

## 1.9 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

| Type of Charge                 | Per Serviced Property |            |             |
|--------------------------------|-----------------------|------------|-------------|
|                                | 2020/21               | 2021/22    |             |
|                                | \$                    | \$         | Change      |
| Kerbside Collection            | 277                   | 277        | 0.0%        |
| Additional Kerbside Collection | 159                   | 159        | 0.0%        |
| Recycling                      | 190                   | 190        | 0.0%        |
| <b>Total</b>                   | <b>626</b>            | <b>626</b> | <b>0.0%</b> |

# Appendix B

## 1. Rates and Charges (continued)

**1.10 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year**

| Type of Charge                 | 2020/21<br>\$000's | 2021/22<br>\$000's | Change      |
|--------------------------------|--------------------|--------------------|-------------|
| Kerbside Collection            | 1,621              | 1,625              | 0.2%        |
| Additional Kerbside Collection | 48                 | 53                 | 10.6%       |
| Recycling                      | 1,146              | 1,152              | 0.5%        |
| <b>Total</b>                   | <b>2,815</b>       | <b>2,830</b>       | <b>0.5%</b> |

\*2019/20 based on latest rating system information available at the time of budget preparation.

**1.11 The estimated total amount to be raised by all rates and charges compared with the previous financial year**

| Type of Charge                    | 2020/21<br>\$000's | 2021/22<br>\$000's | Change      |
|-----------------------------------|--------------------|--------------------|-------------|
| General rates                     | 14,136             | 14,326             | 1.3%        |
| Municipal charge                  | 1,312              | 1,330              | 1.4%        |
| In lieu of rates (wind farm)      | 112                | 325                | 190.2%      |
| Kerbside collection and recycling | 2,815              | 2,830              | 0.5%        |
| <b>Rates and charges</b>          | <b>18,374</b>      | <b>18,811</b>      | <b>2.4%</b> |

## 1.12 Fair Go Rates System Compliance

Northern Grampians Shire Council is fully compliant with the State Governments Fair Go Rates System. The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

| Fair Go Rates System Compliance                      | 2020/21<br>Budget | 2021/22<br>Budget   |
|--|-------------------|---------------------|
| Total Rates and Municipal Charge                     | \$15,024,000      | <b>\$15,436,593</b> |
| Number of rateable properties                        | 9,367             | <b>9,400</b>        |
| Base Average Rate                                    | \$1,605           | <b>\$1,642</b>      |
| Maximum Rate Increase (set by the State Government)  | 2.00%             | <b>1.50%</b>        |
| Capped Average Rate                                  | \$1,636           | <b>\$1,667</b>      |
| Maximum General Rates and Municipal Charges Revenue  | \$15,329,000      | <b>\$15,667,000</b> |
| Budgeted General Rates and Municipal Charges Revenue | \$15,328,000      | <b>\$15,644,000</b> |

## 1.13 Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals) and
- Changes of use of land such that rateable land becomes non-rateable land and vice versa and
- Changes of use of land such that residential land becomes business land and vice versa.

## 2. Differential Rates

# Appendix B

### 2.1 Rates to be Levied

Council has a general rate for all rateable properties, a farm land differential rate for eligible farm properties, and a concession rate for eligible rateable recreational properties. The eligibility criteria for each category is detailed

- a general rate of 0.5705% (0.5705 cents in the dollar of CIV) for all rateable properties and
- a farm rate of 0.2682% (0.2682 cents in the dollar of CIV) for all rateable farm properties and

The differential rate for eligible rateable farm properties is set at 47% of the general rate for all other rateable properties.

The concession rate for eligible rateable cultural and recreational properties is set at 58% of the general rate for all other rateable properties.

Each rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant amounts indicated above.

In accordance with the *Local Government Legislation Amendment (Miscellaneous) Act 2012*, Council has considered the Ministerial Guidelines with regards to the setting of differential rates and believes its farm land differential rate to be consistent with the guidelines. Council considers that the differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of the differential rate and the types of classes of land which are subject to the differential rate and the uses of the differential rate, are set out

### 2.2 General Rate Land

#### Purpose and Objectives:

The objective of the General Rate is to ensure that Council has adequate funding to undertake its strategic and statutory service provision and community services obligations.

#### Types and Classes:

General Rate Land means any rateable land which is not farm land or recreational and cultural land.

Council applies its general rate to all residential, commercial and industrial properties and non-farm land.

### 2.3 Farm Rate Land

#### Purpose and Objectives:

The purpose of the Farm Rate is to assist farmers who, unlike other businesses, require a large amount of land to generate their income. Farm profitability is affected by the vagaries of weather and international markets and agricultural producers are unable to pass on increases in costs like other businesses. In this sense farms are seen to be more susceptible or fragile than other commercial and industrial operations. The farm land rate is only applied to genuine commercial farming operations as distinct from hobby or rural lifestyle properties.

The objective of the farm land rate differential is to provide a more equitable rating system to ensure that these properties do not pay disproportionately higher rates due to the larger land component that they require.

#### Types and Classes:

Farm Rate Land is any rateable land, which is all of the following:

- is two or more hectares in area;
- qualifies as a farm under the definition of Farm Land as prescribed in the *Valuation of Land Act 1960*;
- qualifies as a farm land in accordance with Council's *Farm Rate Differential Policy*.

Farm land under the Act, means land that it is not less than 2 hectares in area and is used primarily for grazing (including agistment), dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities.

# Appendix B

## 2.4 Recreation & Cultural Rate Land

Recreational and Cultural Rate Land is any rateable land which is within the Shire and eligible in accordance with the *Cultural and Recreational Lands Act 1963*.

Provision is made to levy the rate for recreational lands at an amount that Council believes is reasonable having regard to the services provided by Council in relation to such lands and having regard to the benefit to the community derived by such recreational lands. Eligible properties are to receive a 42% rebate of the general rate that would otherwise be payable.

Each CRLA property will be levied an amount in lieu of rates calculated by 0.3309% (0.3309 cents in the dollar of the CIV).



|   | Forecast<br>Actual<br>2020/21<br>\$'000 | Budget<br>2021/22<br>\$'000 | Change<br>\$'000 % |        |
|---|---|-----------------------------|--------------------|--------|
| Grants were received in respect of the following: |   |                             |                    |        |
| Summary of grants                                 |   |                             |                    |        |
| Commonwealth funded grants                        | 9,352                                   | 10,851                      | 1,499              | 16%    |
| State funded grants                               | 5,141                                   | 5,695                       | 554                | 11%    |
| Total grants received                             | 14,493                                  | 16,546                      | 2,053              | 14%    |
| (a) Operating Grants                              |   |                             |                    |        |
| Recurrent - Commonwealth Government               |   |                             |                    |        |
| Financial Assistance Grants                       | 3,903                                   | 8,205                       | 4,302              | 110%   |
| Family day care                                   | 17                                      | -                           | (17)               | (100%) |
| Aged Care   | 820                                     | 742                         | (78)               | (10%)  |
| Other   | 3                                       | 3                           | -                  | 0%     |
| Recurrent - State Government                      |   |                             |                    |        |
| Aged care   | 95                                      | 104                         | 9                  | 9%     |
| Early Years Care                                  | 722                                     | 496                         | (226)              | (31%)  |
| Maternal and child health                         | 258                                     | 302                         | 44                 | 17%    |
| Libraries   | 157                                     | 146                         | (11)               | 0%     |
| Youth Development                                 | 65                                      | 65                          | -                  | 0%     |
| Community safety                                  | 120                                     | 120                         | -                  | 0%     |
| Tourism   | 220                                     | -                           | (220)              | (100%) |
| Environment                                       | 75                                      | 75                          | -                  | 0%     |
| Total recurrent grants                            | 6,455                                   | 10,258                      | 3,803              | 59%    |
| Non-recurrent - Commonwealth Government           |   |                             |                    |        |
| Libraries   | 3                                       | -                           | (3)                | (100%) |
| Planning  | 27                                      | -                           | (27)               | (100%) |
| Civic Events                                      | 21                                      | -                           | -                  | -      |
| St Arnuaad Childrens Precinct                     | 28                                      | -                           | (28)               | (100%) |
| Non-recurrent - State Government                  |   |                             |                    |        |
| Family and children                               | 233                                     | 117                         | (116)              | (50%)  |
| Economic Development                              | 766                                     | -                           | (766)              | 0%     |
| Other   | 138                                     | 118                         | (20)               | (14%)  |
| Total non-recurrent grants                        | 1,216                                   | 235                         | (981)              | (81%)  |
| Total operating grants                            | 7,671                                   | 10,493                      | 2,822              | 37%    |
| (b) Capital Grants                                |   |                             |                    |        |
| Recurrent - Commonwealth Government               |   |                             |                    |        |
| Roads to Recovery Program                         | 1,858                                   | 1,858                       | (0)                | (0%)   |
| Total recurrent grants                            | 1,858                                   | 1,858                       | (0)                | (0%)   |
| Non-recurrent - Commonwealth Government           |   |                             |                    |        |
| Roads and Bridges                                 | 685                                     | 292                         | (393)              | (57%)  |
| Buildings   | 500                                     | 33                          | (467)              | (93%)  |
| Streetscapes and open spaces                      | 3,396                                   | 1,576                       | (1,820)            | (54%)  |
| Non-recurrent - State Government                  |   |                             |                    |        |
| Projects  | 617                                     | -                           | (617)              | (100%) |
| Road and Bridges                                  | 1,887                                   | 384                         | (1,503)            | (80%)  |
| Buildings   | 200                                     | 1,155                       | 955                | 478%   |
| Streetscapes and open spaces                      | 205                                     | 2,613                       | 2,408              | 1,175% |
| Waste   | -                                       | 170                         | 170                | 0%     |
| Total non-recurrent grants                        | 7,490                                   | 6,223                       | (1,267)            | (17%)  |
| Total capital grants                              | 9,348                                   | 8,081                       | (1,267)            | (14%)  |
| Total Grants                                      | 18,877                                  | 18,574                      | (303)              | (2%)   |

# Appendix C

# CAPITAL WORKS

## Appendix C

### Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2021/22 year grouped by class.

#### Summary

|                     | Forecast<br>Actual<br>2020/21 | Budget<br>2021/22 | Change         | %              |
|---------------------|-------------------------------|-------------------|----------------|----------------|
|                     | \$'000                        | \$'000            | \$'000         |                |
| Property            | 2,901                         | 3,311             | 410            | 14.1%          |
| Plant and Equipment | 929                           | 810               | (119)          | (12.8%)        |
| Infrastructure      | 18,605                        | 11,528            | (7,077)        | (38.0%)        |
| <b>TOTAL</b>        | <b>22,435</b>                 | <b>15,649</b>     | <b>(6,786)</b> | <b>(30.2%)</b> |

#### Capital Works Program

For the year ending 30 June 2022

| Capital Works Area                          | Project<br>Cost<br>\$'000 | Asset Expenditure Type |                   |                   |                     | Summary of Funding Sources |                         |                           |                         |
|---|---------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|---------------------------|-------------------------|
|   |                           | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council<br>Cash<br>\$'000 | Loan<br>Funds<br>\$'000 |
| <b>Property</b>                             |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| <b>Buildings</b>                            |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| St Arnaud Audio                             | 50                        | -                      | -                 | 50                | -                   | -                          | -                       | 50                        | -                       |
| Lord Nelson Sporting Facility Redevelop     | 2,760                     | -                      | -                 | 2,760             | -                   | 835                        | 250                     | 1,675                     | -                       |
| St Arnaud Pool Renewal                      | 66                        | -                      | 66                | -                 | -                   | 33                         | 13                      | 20                        | -                       |
| Stawell Library Redevelopment               | 320                       | -                      | -                 | 320               | -                   | 320                        | -                       | -                         | -                       |
| Stawell Pound                               | 115                       | -                      | -                 | 115               | -                   | -                          | -                       | 115                       | -                       |
| <b>Total Buildings</b>                      | <b>3,311</b>              | -                      | 66                | 3,245             | -                   | 1,188                      | 263                     | 1,860                     | -                       |
| <b>Total Property</b>                       | <b>3,311</b>              | -                      | 66                | 3,245             | -                   | 1,188                      | 263                     | 1,860                     | -                       |
| <b>Plant and Equipment</b>                  |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| <b>Plant, Machinery and Equipment</b>       |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| Heavy Plant                                 | 750                       | -                      | 750               | -                 | -                   | -                          | -                       | 750                       | -                       |
| Minor Plant                                 | 60                        | -                      | 60                | -                 | -                   | -                          | -                       | 60                        | -                       |
| <b>Total Plant, Machinery and Equipment</b> | <b>810</b>                | -                      | 810               | -                 | -                   | -                          | -                       | 810                       | -                       |
| <b>Total Plant and Equipment</b>            | <b>810</b>                | -                      | 810               | -                 | -                   | -                          | -                       | 810                       | -                       |
| <b>Infrastructure</b>                       |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| <b>Roads</b>                                |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| Final Seal Program                          | 325                       | -                      | 325               | -                 | -                   | 157                        | -                       | 168                       | -                       |
| Kerb & Channel Program                      | 229                       | -                      | 229               | -                 | -                   | -                          | -                       | 229                       | -                       |
| Major Rural Roads Program                   | 398                       | -                      | -                 | 398               | -                   | -                          | -                       | 398                       | -                       |
| Resealing Program                           | 1,198                     | -                      | 1,198             | -                 | -                   | 880                        | -                       | 318                       | -                       |
| Resheeting Program                          | 939                       | -                      | 939               | -                 | -                   | 521                        | -                       | 418                       | -                       |
| Rural & Residential Program                 | 240                       | -                      | -                 | 240               | -                   | -                          | -                       | 240                       | -                       |
| Urban Road Improvement Program              | 82                        | -                      | -                 | 82                | -                   | -                          | -                       | 82                        | -                       |
| Road Rehabilitation Program                 | 252                       | -                      | 252               | -                 | -                   | 140                        | -                       | 112                       | -                       |
| B Double Route Upgrade                      | 408                       | -                      | -                 | 408               | -                   | 204                        | -                       | 204                       | -                       |
| Town Street Sealing Program                 | 82                        | -                      | -                 | 82                | -                   | -                          | -                       | 82                        | -                       |
| <b>Total Roads</b>                          | <b>4,154</b>              | -                      | 2,944             | 1,210             | -                   | 1,902                      | -                       | 2,252                     | -                       |
| <b>Bridges</b>                              |                           |                        |                   |                   |                     |                            |                         |                           |                         |
| Bridge Renewal Program                      | 685                       | -                      | 685               | -                 | -                   | 100                        | -                       | 585                       | -                       |
| Major Culvert Renewal Program               | 343                       | -                      | 343               | -                 | -                   | 50                         | -                       | 293                       | -                       |
| Drop Structure & Floodway Renewal Program   | 21                        | -                      | 21                | -                 | -                   | 10                         | -                       | 11                        | -                       |
| <b>Total Bridges</b>                        | <b>1,049</b>              | -                      | 1,049             | -                 | -                   | 160                        | -                       | 889                       | -                       |

# Appendix C

## Capital Works Program (continued) For the year ending 30 June 2022

| Capital Works Area                          | Project Cost<br>\$'000 | Asset Expenditure Type |         |         |           | Summary of Funding Sources |               |              |            |
|---|------------------------|------------------------|---------|---------|-----------|----------------------------|---------------|--------------|------------|
|   |                        | New                    | Renewal | Upgrade | Expansion | Grants                     | Contributions | Council Cash | Loan Funds |
|   |                        | \$'000                 | \$'000  | \$'000  | \$'000    | \$'000                     | \$'000        | \$'000       | \$'000     |
| Infrastructure (continued)                  |                        |                        |         |         |           |                            |               |              |            |
| Footpaths                                   | 408                    | -                      | -       | -       | 408       | 184                        | 10            | 214          | -          |
| Drainage                                    | 164                    | -                      | -       | 164     | -         | 88                         | -             | 76           |            |
| Waste Management                            |                        |                        |         |         |           |                            |               |              |            |
| SMART Waste Technology                      | 205                    | 205                    | -       | -       | -         | 170                        | 35            | -            | -          |
| Parks, Open Space and Streetscapes          |                        |                        |         |         |           |                            |               |              |            |
| Market Square Master Plan                   | 433                    | -                      | -       | 433     | -         | 433                        | -             | -            | -          |
| Bike Path Development Halls Gap - Bellfield | 90                     | 90                     | -       | -       | -         | 90                         | -             | -            | -          |
| North Park Precinct Projects                | 2,457                  | -                      | -       | 2,457   | -         | 1,998                      | 2             | 457          | -          |
| Halls Gap Action Plan Implementation        | 115                    | -                      | -       | 115     | -         | 115                        | -             | -            | -          |
| Great Western Future Plan                   | 453                    | 453                    | -       | -       | -         | 373                        | -             | 80           | -          |
| Navarre Recreation Reserve Projects         | 60                     | -                      | -       | 60      | -         | -                          | -             | 60           | -          |
| Stawell Cemetery Improvement Program        | 50                     | -                      | -       | 50      | -         | -                          | -             | 50           | -          |
| St Arnaud Steetscape                        | 425                    | -                      | -       | 425     | -         | 425                        | -             | -            | -          |
| Heritage Trail-signs                        | 20                     | 20                     | -       | -       | -         | -                          | -             | 20           | -          |
| Caravan Park Upgrades                       | 455                    | -                      | -       | 455     | -         | 455                        | -             | -            | -          |
| Walkers Lake Reserve Projects               | 50                     | 50                     | -       | -       | -         | -                          | -             | 50           | -          |
| Total Parks, Open Space and Streetscapes    | 4,608                  | 613                    | -       | 3,995   | -         | 3,889                      | 2             | 717          | -          |
| Aerodromes                                  |                        |                        |         |         |           |                            |               |              |            |
| Stawell Airport Upgrades                    | 300                    | -                      | -       | 300     | -         | 300                        | -             | -            | -          |
| Other Infrastructure                        |                        |                        |         |         |           |                            |               |              |            |
| Stawell Housing Development                 | 600                    | 600                    | -       | -       | -         | 200                        | 200           | 200          | -          |
| Navarre Community Plan                      | 20                     | 20                     | -       | -       | -         | -                          | -             | 20           | -          |
| Marnoo Community Plan                       | 20                     | 20                     | -       | -       | -         | -                          | -             | 20           | -          |
| Total Other Infrastructure                  | 640                    | 640                    | -       | -       | -         | 200                        | 200           | 240          | -          |
| Total Infrastructure                        | 11,528                 | 1,458                  | 3,993   | 5,670   | 408       | 6,893                      | 247           | 4,388        | -          |
| Total Capital Works 2020/21                 | 15,649                 | 1,458                  | 4,869   | 8,915   | 408       | 8,081                      | 510           | 7,058        | -          |
| Summary                                     |                        |                        |         |         |           |                            |               |              |            |
| Property                                    | 3,311                  | -                      | 66      | 3,245   | -         | 1,188                      | 263           | 1,860        | -          |
| Plant and Equipment                         | 810                    | -                      | 810     | -       | -         | -                          | -             | 810          | -          |
| Infrastructure                              | 11,528                 | 1,458                  | 3,993   | 5,670   | 408       | 6,893                      | 247           | 4,388        | -          |
| Total Capital Works                         | 15,649                 | 1,458                  | 4,869   | 8,915   | 408       | 8,081                      | 510           | 7,058        |            |

# Appendix C

## Summary of Planned Capital Works Expenditure For the three years ending 30 June 2025

| 2022/23                                | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|--|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|  | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                        |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Buildings                              | 450                     | -             | -                 | -                   | 450               | 450             | 385              | -                       | 65                     | -                    |
| <b>Total Property</b>                  | <b>450</b>              | <b>-</b>      | <b>-</b>          | <b>-</b>            | <b>450</b>        | <b>450</b>      | <b>385</b>       | <b>-</b>                | <b>65</b>              | <b>-</b>             |
| <b>Plant and Equipment</b>             |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Plant, machinery and equipment         | 803                     | -             | 803               | -                   | -                 | 803             | -                | -                       | 803                    | -                    |
| <b>Total Plant and Equipment</b>       | <b>803</b>              | <b>-</b>      | <b>803</b>        | <b>-</b>            | <b>-</b>          | <b>803</b>      | <b>-</b>         | <b>-</b>                | <b>803</b>             | <b>-</b>             |
| <b>Infrastructure</b>                  |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Roads                                  | 4,925                   | -             | 3,548             | -                   | 1,377             | 4,925           | 2,628            | -                       | 2,297                  | -                    |
| Bridges                                | 1,066                   | -             | 1,066             | -                   | -                 | 1,066           | 160              | -                       | 906                    | -                    |
| Footpaths and cycleways                | 228                     | -             | -                 | 228                 | -                 | 228             | -                | 10                      | 218                    | -                    |
| Drainage                               | 78                      | -             | -                 | -                   | 78                | 78              | -                | -                       | 78                     | -                    |
| Waste management                       | 900                     | 900           | -                 | -                   | -                 | 900             | 284              | -                       | 616                    | -                    |
| Parks, open space and streetscapes     | 3,658                   | 150           | -                 | -                   | 3,508             | 3,658           | 2,833            | 25                      | 800                    | -                    |
| <b>Total Infrastructure</b>            | <b>10,855</b>           | <b>1,050</b>  | <b>4,614</b>      | <b>228</b>          | <b>4,963</b>      | <b>10,855</b>   | <b>5,905</b>     | <b>35</b>               | <b>4,915</b>           | <b>-</b>             |
| <b>Total Capital Works Expenditure</b> | <b>12,108</b>           | <b>1,050</b>  | <b>5,417</b>      | <b>228</b>          | <b>5,413</b>      | <b>12,108</b>   | <b>6,290</b>     | <b>35</b>               | <b>5,783</b>           | <b>-</b>             |



# Appendix C

| 2023/24  | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|--|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|  | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Plant and Equipment</b><br>Plant, machinery and equipment | 858                     | -             | 858               | -                   | -                 | 858             | -                | -                       | 858                    | -                    |
| <b>Total Plant and Equipment</b>                             | <b>858</b>              | -             | <b>858</b>        | -                   | -                 | <b>858</b>      | -                | -                       | <b>858</b>             | -                    |
| <b>Infrastructure</b><br>Roads                               | 4,254                   | -             | 2,994             | -                   | 1,260             | 4,254           | 1,910            | -                       | 2,344                  | -                    |
| Bridges  | 1,084                   | -             | 1,084             | -                   | -                 | 1,084           | 160              | -                       | 924                    | -                    |
| Footpaths and cycleways                                      | 232                     | -             | -                 | 232                 | -                 | 232             | -                | 10                      | 222                    | -                    |
| Drainage   | 80                      | -             | -                 | -                   | 80                | 80              | -                | -                       | 80                     | -                    |
| Waste management   | 215                     | 215           | -                 | -                   | -                 | 215             | -                | -                       | 215                    | -                    |
| Parks, open space and streetscapes                           | 1,600                   | 1,500         | -                 | -                   | 100               | 1,600           | 1,000            | 58                      | 542                    | -                    |
| <b>Total Infrastructure</b>                                  | <b>7,465</b>            | <b>1,715</b>  | <b>4,078</b>      | <b>232</b>          | <b>1,440</b>      | <b>7,465</b>    | <b>3,070</b>     | <b>68</b>               | <b>4,327</b>           | <b>-</b>             |
| <b>Total Capital Works Expenditure</b>                       | <b>8,323</b>            | <b>1,715</b>  | <b>4,936</b>      | <b>232</b>          | <b>1,440</b>      | <b>8,323</b>    | <b>3,070</b>     | <b>68</b>               | <b>5,185</b>           | <b>-</b>             |
| 2024/25  | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|  | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Plant and Equipment</b><br>Plant, machinery and equipment | 930                     | -             | 930               | -                   | -                 | 930             | -                | -                       | 930                    | -                    |
| <b>Total Plant and Equipment</b>                             | <b>930</b>              | -             | <b>930</b>        | -                   | -                 | <b>930</b>      | -                | -                       | <b>930</b>             | -                    |
| <b>Infrastructure</b><br>Roads                               | 4,305                   | -             | 3,020             | -                   | 1,285             | 4,305           | 1,914            | -                       | 2,391                  | -                    |
| Bridges  | 1,103                   | -             | 1,103             | -                   | -                 | 1,103           | 160              | -                       | 943                    | -                    |
| Footpaths and cycleways                                      | 236                     | -             | -                 | 236                 | -                 | 236             | -                | 10                      | 226                    | -                    |
| Drainage   | 82                      | -             | -                 | -                   | 82                | 82              | -                | -                       | 82                     | -                    |
| Waste management   | 100                     | 100           | -                 | -                   | -                 | 100             | -                | -                       | 100                    | -                    |
| Parks, open space and streetscapes                           | 11,200                  | -             | -                 | -                   | 11,200            | 11,200          | 10,500           | 50                      | 200                    | 450                  |
| <b>Total Infrastructure</b>                                  | <b>17,026</b>           | <b>100</b>    | <b>4,123</b>      | <b>236</b>          | <b>12,567</b>     | <b>17,026</b>   | <b>12,574</b>    | <b>60</b>               | <b>3,942</b>           | <b>450</b>           |
| <b>Total Capital Works Expenditure</b>                       | <b>17,956</b>           | <b>100</b>    | <b>5,053</b>      | <b>236</b>          | <b>12,567</b>     | <b>17,956</b>   | <b>12,574</b>    | <b>60</b>               | <b>4,872</b>           | <b>450</b>           |

# Appendix D

# PERFORMANCE REPORTING

## Appendix D

### Performance Reporting

The service performance outcome indicators detailed below are prescribed indicators and measures of performance for services that are funded in the budget. Council's performance in relation to these measures will be reported in the *Performance Statement* contained with the *Annual Report*. The Performance Statement will also include reporting on prescribed indicators of financial performance as detailed below.

### Council Plan Strategies

#### Economic Growth

| Service            | Indicator       | Performance Measure  | Computation   | Target |
|--------------------|-----------------|--|---|--------|
| Statutory Planning | Decision Making | Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside) | [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 | 0%     |

#### Lifestyles and Community

| Service           | Indicator         | Performance Measure  | Computation   | Target |
|-------------------|-------------------|--|---|--------|
| Animal Management | Health and Safety | Animal management prosecutions (Number of successful animal management prosecutions) | Number of successful animal management prosecutions | 0%     |

| Service     | Indicator         | Performance Measure   | Computation  | Target |
|-------------|-------------------|---|--|--------|
| Food safety | Health and Safety | Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council) | [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100 | 100%   |

| Service                   | Indicator     | Performance Measure   | Computation   | Target |
|---------------------------|---------------|---|---|--------|
| Maternal and Child Health | Participation | Participation in the MCH service (Percentage of children enrolled who participate in the MCH service) | [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 | 85%    |

|  |  |   |   |     |
|--|--|---|---|-----|
|  |  | Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service) | [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 | 85% |
|--|--|---|---|-----|

| Service         | Indicator     | Performance Measure  | Computation  | Target |
|-----------------|---------------|--|--|--------|
| Positive Ageing | Participation | Participation in Positive Ageing service (Percentage of the municipal target population who receive a service) | [Number of people that received a PA service / Municipal target population for PA services] x100 | 0%     |

|  |  |  |  |    |
|--|--|--|--|----|
|  |  | Participation in PA service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a PA service) | [Number of CALD people who receive a PA service / Municipal target population in relation to CALD people for PA services] x100 | 0% |
|--|--|--|--|----|

| Service   | Indicator     | Performance Measure   | Computation  | Target |
|-----------|---------------|---|--|--------|
| Libraries | Participation | Active library members (Percentage of the municipal population that are active library members) | [Number of active library members / municipal population] x100 | 15%    |

| Service            | Indicator   | Performance Measure   | Computation   | Target |
|--------------------|-------------|---|---|--------|
| Aquatic Facilities | Utilisation | Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population) | Number of visits to aquatic facilities / Municipal population | 4%     |

# Appendix D

# PERFORMANCE REPORTING

## Appendix D - Performance Reporting (continued)

### Sustainable Infrastructure

| Service          | Indicator       | Performance Measure  | Computation   | Target |
|------------------|-----------------|--|---|--------|
| Waste Collection | Waste Diversion | Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill) | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 | 33%    |
| Service          | Indicator       | Performance Measure  | Computation   | Target |
| Roads            | Satisfaction    | Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)                | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.   | 52%    |

### Organisational Effectiveness

| Indicator          | Measure                    | Computation  |
|--------------------|----------------------------|--|
| Operating Position | Adjusted Underlying Result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue  |
| Liquidity          | Working Capital            | Current assets / current liabilities   |
| Liquidity          | Unrestricted Cash          | Unrestricted cash / current liabilities  |
| Obligations        | Loans and Borrowings       | Interest bearing loans and borrowings / rate revenue   |
| Obligations        | Loans and Borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue                  |
| Obligations        | Indebtedness               | Non-current liabilities / own source revenue   |
| Obligations        | Asset renewal              | Asset renewal expenses / depreciation  |
| Stability          | Rates Concentration        | Rate revenue / adjusted underlying revenue   |
| Stability          | Rates Effort               | Rate revenue / CIV of rateable properties in the municipality  |
| Efficiency         | Expenditure Level          | Total expenditure / no. of property assessments  |
| Efficiency         | Revenue Level              | Residential rate revenue / No. of residential property assessments   |
| Efficiency         | Workforce Turnover         | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year |

| Service    | Indicator    | Performance Measure  | Computation   |
|------------|--------------|--|---|
| Governance | Satisfaction | Satisfaction with Council decisions<br>(Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community |

The Performance Statement will also include reporting on prescribed indicators of sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed earlier in this document will be reported in the Annual Report in the form of a statement of progress in the report of operations.

# Appendix D

## Appendix D - Performance Reporting (continued)

### Sustainable Infrastructure

| Service          | Indicator       | Performance Measure  | Computation   | Target |
|------------------|-----------------|--|---|--------|
| Waste Collection | Waste Diversion | Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill) | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 | 33%    |
| Service          | Indicator       | Performance Measure  | Computation   | Target |
| Roads            | Satisfaction    | Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)                | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.   | 52%    |

### Organisational Effectiveness

| Indicator          | Measure                    | Computation   |   |
|--------------------|----------------------------|---|---|
| Operating Position | Adjusted Underlying Result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue   |   |
| Liquidity          | Working Capital            | Current assets / current liabilities  |   |
| Liquidity          | Unrestricted Cash          | Unrestricted cash / current liabilities   |   |
| Obligations        | Loans and Borrowings       | Interest bearing loans and borrowings / rate revenue  |   |
| Obligations        | Loans and Borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue   |   |
| Obligations        | Indebtedness               | Non-current liabilities / own source revenue  |   |
| Obligations        | Asset renewal              | Asset renewal expenses / depreciation   |   |
| Stability          | Rates Concentration        | Rate revenue / adjusted underlying revenue  |   |
| Stability          | Rates Effort               | Rate revenue / CIV of rateable properties in the municipality   |   |
| Efficiency         | Expenditure Level          | Total expenditure / no. of property assessments   |   |
| Efficiency         | Revenue Level              | Residential rate revenue / No. of residential property assessments  |   |
| Efficiency         | Workforce Turnover         | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year  |   |
|                    |                            |   |   |
| Service            | Indicator                  | Performance Measure   | Computation   |
| Governance         | Satisfaction               | Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community |

The Performance Statement will also include reporting on prescribed indicators of sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issue an audit opinion on the Performance Statement. The major initiatives detailed earlier in this document will be reported in the Annual Report in the form of a statement of progress in the report of operations.



# Appendix D

## Appendix D - Performance Reporting (continued)

### Organisational Effectiveness

|                                 |   | Forecast<br>Actual<br>2020/21<br>\$'000 | Budget<br>2021/22<br>\$'000 | Projections       |                   |                   |           |
|---------------------------------|---|---|-----------------------------|-------------------|-------------------|-------------------|-----------|
| Indicator                       | Measure   |   |                             | 2022/23<br>\$'000 | 2023/24<br>\$'000 | 2024/25<br>\$'000 | + / o / - |
| Operating Position              |   |   |                             |                   |                   |                   |           |
| Adjusted underlying result      | Adjusted underlying surplus (deficit) / Adjusted underlying revenue   | (27.0%)                                 | (23.0%)                     | (23.7%)           | (22.7%)           | (23.3%)           | o         |
| Liquidity                       |   |   |                             |                   |                   |                   |           |
| Working Capital                 | Current assets / current liabilities  | 214.8%                                  | 192.2%                      | 168.5%            | 159.7%            | 135.5%            | -         |
| Unrestricted cash               | Unrestricted cash / current liabilities   | 113.5%                                  | 80.3%                       | 63.5%             | 55.0%             | 38.5%             | -         |
| Obligations                     |   |   |                             |                   |                   |                   |           |
| Loans and borrowings            | Interest bearing loans and borrowings / rates & charges revenue   | 11.9%                                   | 5.8%                        | 5.2%              | 5.1%              | 7.3%              | o         |
| Loans and borrowings            | Interest and principal repayments on interest bearing loans and borrowings / rates & charges revenue          | 1.7%                                    | 6.2%                        | 0.7%              | 0.2%              | 0.2%              | -         |
| Indebtedness                    | Non-current liabilities / own source revenue  | 10.6%                                   | 9.6%                        | 9.4%              | 9.2%              | 6.7%              | -         |
| Asset renewal                   | Asset renewal and upgrade expenses / depreciation   | 170.0%                                  | 99.7%                       | 76.8%             | 44.4%             | 120.2%            | -         |
| Stability                       |   |   |                             |                   |                   |                   |           |
| Rates concentration             | Rates & charges revenue / adjusted underlying revenue   | 60.4%                                   | 54.8%                       | 54.7%             | 54.7%             | 54.7%             | o         |
| Rates effort                    | Rates & charges revenue / CIV of rateable properties in the municipality                                      | 0.7%                                    | 0.6%                        | 0.6%              | 0.6%              | 0.6%              | o         |
| Efficiency                      |   |   |                             |                   |                   |                   |           |
| Expenditure level               | Total expenditure / number of property assessments  | \$4,134                                 | \$4,500                     | \$4,617           | \$4,654           | \$4,755           | o         |
| Revenue level (rates & charges) | Total rate revenue / number of property assessments   | \$1,960                                 | \$2,000                     | \$2,034           | \$2,068           | \$2,102           | o         |
| Workforce turnover              | No. of permanent staff resignations & terminations / average number of permanent staff for the financial year | 16.6%                                   | 10.1%                       | 10.0%             | 9.9%              | 9.8%              | o         |