



Budget 2012/13



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OUR VISION

Our Affirmation

"We recognise the traditional owners of the land. We are inspired by the early pioneers and by those who gave their lives for our country. We now ask God's blessing on our deliberations and on our commitment to build a better lifestyle and environment."

Our Vision

Creating a better lifestyle and environment.

Our Mission

As community leaders we provide valued services, care for our community and the environment and promote the Shire's strengths.

Our Core Values

Northern Grampians Shire Council is a skilled and capable organisation which is:

Responsive: through community engagement, listening to and responding appropriately to community needs

Accountable: being transparent and honest in dealings and responsible in decision making

Fair: being informed and impartial in decision making

Innovative: being positive and able to find solutions

Sustainable: stewardship of the community, environment, economy and Council

Respectful: of other people's views and diversity

Our Commitments

- A healthy, supportive and safe community providing a sustainable, quality lifestyle
- A sustainable, natural and built environment that meets current and future needs
- A sustainable economy attracting and encouraging new enterprises while supporting existing businesses
- Progressive leadership, good governance, efficient and cost-effective services

FROM THE MAYOR

The 2012/2013 Budget for our shire is now complete and Council is satisfied that every effort is being made to maximise every dollar and to stay focused on our goals. These are to take our shire forward progressively and to continue with the ongoing flood recovery projects across the municipality.

The budget is set to become a new record for Northern Grampians Shire, with \$43 million to be spent, nearly doubling the Council average yearly budget. \$10.9 million of this relates directly to repairing flood damage.

The challenge for Council is to maintain the pace of activity that has already been set to tackle this task. Over the past twelve months, an ambitious program has dealt with much of the damage, but more remains to be done and Council hopes to see this program reach completion during the coming financial year.

The continuation of the St Arnaud streetscape improvement and the North Park running track and wetlands in Stawell will account for \$1 million.

A total of \$5.4 million is set aside for children's services, aged care, recreation and library services, while \$2.8 million will be spent on waste management.

Other highlights include \$2.7 million for childcare and kindergarten services and facilities in St Arnaud and Stawell, along with \$1.5 million for home and community care, covering 22,000 meals on wheels and 22,500 hours of care for seniors and the disabled.

I commend this budget to you for 2012/2013 and encourage all of our residents to examine the detail and provide comment.



Cr Dorothy Patton
Mayor



FROM THE CEO

It will be of little surprise to residents and ratepayers that this year's budget has been a challenging one to construct. Northern Grampians faces similar constraints and issues to our neighbouring rural Councils: small rate bases, ageing infrastructure, vast distances, dispersed populations and increasing regulation and compliance costs.

Our communities have a good working relationship with Council, and Council has been diligent in listening to community and business needs and aspirations. In 2009, the Council, with direct community input, developed a comprehensive four year plan. Each year since, the annual budget has been crafted to provide the necessary funds and resources to put that plan into action.

The 2012-2013 budget is the last budget to support the delivery of the final year of the plan. As a CEO, I am pleased to be able to say that this Council will leave a positive and enduring legacy for the communities of Northern Grampians Shire. This is no mean feat given the incredible impact of natural disasters during the four year term.

I have no doubt that in 2009, Councillors would never have thought that they would be required to lead an organisation with a budget almost twice the annual average budget two years running, nor to reconstruct kilometres of roads, bridges and community facilities damaged by flood and landslides.

It is a further testament to our staff and contractors that we have delivered on these record budgets and similarly met the considerable challenges facing local government generally.



A handwritten signature in black ink, reading 'Justine Linley'.

Justine Linley
CEO

COUNCILLOR COMMENTS



“

Council has completed a budget again this year which supports all our services across the shire and looks to progress the projects planned over the next twelve months. These include stage two of the Halls Gap Hub, the continuation of St Arnaud's streetscape project and improvements to the North Park facilities in Stawell. The budget process is never easy and Council's focus is always to provide good services to all residents in the shire, despite the financial constraints which remain an annual challenge. ”

- Mayor Cr Dorothy Patton

First elected: 26 November 2005

Term Expires: 27 October 2012

“

This budget has managed to balance the diverse demands on our rates' resources by continuing to service our community's needs in the essentials such as road maintenance and infrastructure development, while providing funds for the complex range of community services that we also administer. It will allow us to provide a high standard of leisure activities and continue the \$2.4m St Arnaud Heritage Streetscape Project. ”

- Cr Ray Hewitt

First elected: 26 November 2005

Term Expires: 27 October 2012



“

The 2012/13 budget promotes arts and culture within our shire and will support more than 80 local events, including the Stawell Easter Gift, Grampians Grape Escape and the Festival of St Arnaud. This will benefit some of our smaller halls, bands and communities, as well as boosting tourism throughout the municipality. ”

- Cr Andrea Cooper

First elected: 1 December 2008

Term Expires: 27 October 2012



“

I am pleased to present a budget that meets the needs of our communities. Highlights include an upgrade of the Great Western toilet block and the community hall as part of flood recovery works, and a healthy allocation for children's services and aged care. I am also looking forward to the commencement of Stage 2 of the Halls Gap Hub, subject to Federal and State funding. ”

- Cr Ross Clementson

First elected: 27 January 2006

Term Expires: 27 October 2012





“

This year's budget will enable us to deliver on a major town entrance program in Stawell which will result in beautification of the Western Highway. Industry sector growth has been another major focus, with Council keen to attract new business and support our existing business community. As part of this goal we will be completing another Industry Sector Plan which will focus on mining. ”

- **Cr Wayne Rice**

First elected: 26 November 2005

Term Expires: 27 October 2012

“

A total of \$5.9 million of this budget will be spent on roads and bridges which will include works in rural areas. We will also be investing in heavy plant which will include the acquisition of a multi-purpose street sweeper to assist with drainage maintenance and tree planting and improve public safety. ”

- **Cr Kevin Erwin**

First elected: 14 March 2003

Term Expires: 27 October 2012



“

I am looking forward to the replacement of the North Park running track and associated drainage work that will be carried out as part of our flood recovery. It is also exciting that the long awaited replacement of the amenities and community 'shop' at 108 Main Street will be getting underway. ”

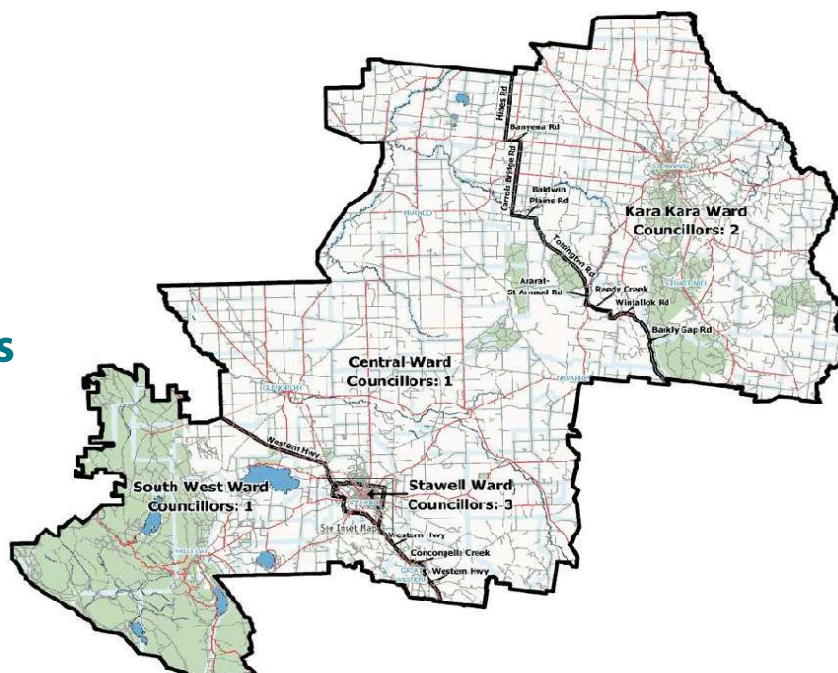
- **Cr Barry Marrow**

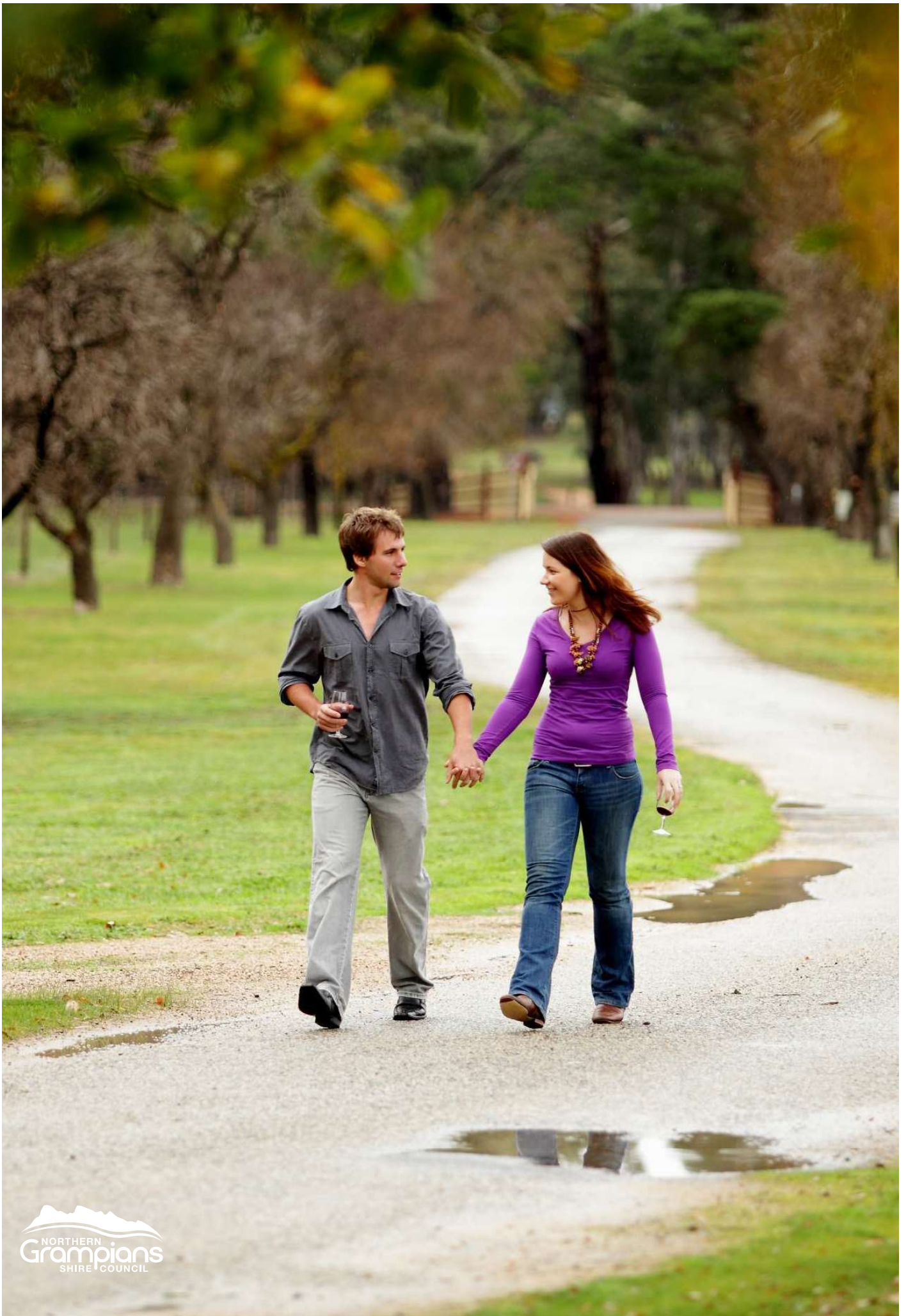
First elected: 1 December 2008

Term Expires: 27 October 2012



Ward Boundaries





DEMOGRAPHICS/BUDGET INFLUENCES

Snapshot of Northern Grampians Shire

Northern Grampians Shire Council is located in Central Western Victoria and has a strong economy based on agriculture, manufacturing, gold mining and tourism, with strong growth in the health and education service sectors. The shire covers an area of 5,728 square kilometres and comprises the towns of Stawell, St Arnaud, Great Western, Halls Gap, Glenorchy, Navarre, Marnoo, Stuart Mill and numerous smaller rural communities.

Stawell is home to brick, textiles and meat production and the largest operating gold mine in Victoria. The St Arnaud area is well-known for its broad acre cropping and intensive animal industries. The Grampians National Park, together with the St Arnaud Range National Park, and the goldfields heritage throughout the shire means that Northern Grampians is a popular tourist destination, attracting more than one million visitors each year.

Population

The estimated resident population of the shire is 12,200. (Source: Australian Bureau of Statistics, Estimated Resident Population).

Ageing population

The population is ageing and the shire has a greater proportion of older people compared to the Victorian average. The age profile is similar to small rural council averages. Analysis of the age structure of Northern Grampians Shire in 2006 compared to Regional Victoria shows that there was a smaller proportion of people in the younger age groups (0 to 17), but a larger proportion of people in the older age groups (60+). Overall, 24.2% of the population was aged between 0 and 17, and 24.0% were aged 60 years and over, compared with 25.4% and 20.5% respectively for Regional Victoria. (Source: Australian Bureau of Statistics, Census of Population and Housing).



Cultural diversity

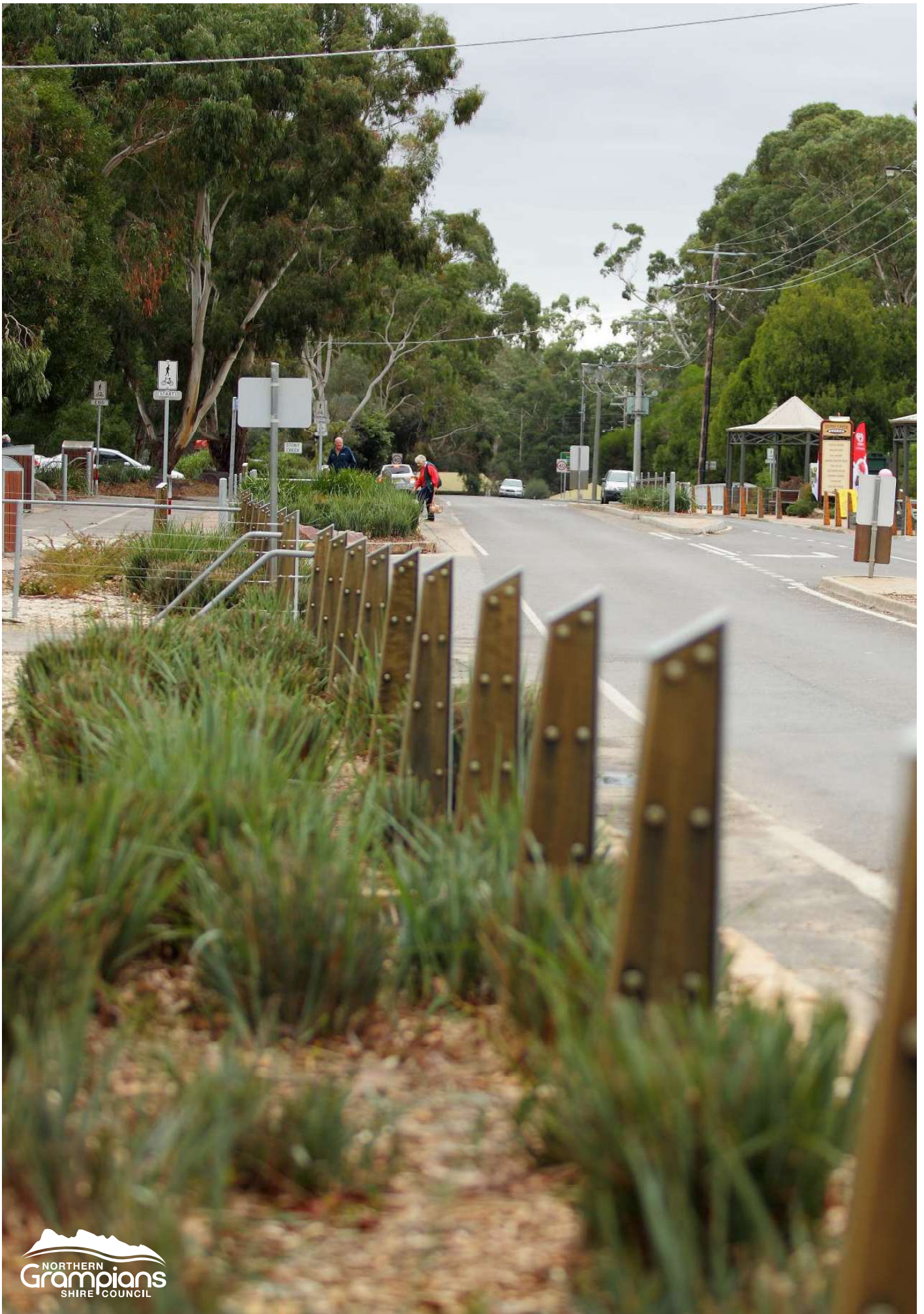
Analysis of the country of birth of the population in Northern Grampians Shire in 2006 compared to Regional Victoria shows that there was a smaller proportion of people born overseas as well as a smaller proportion of people from a non-English speaking background.

Overall, 6.0% of the population was born overseas, and 2.2% were from a non-English speaking background, compared with 10.1% and 5.0% respectively for Regional Victoria (Source: Australian Bureau of Statistics, Census of Population and Housing).

Households

Analysis of the family types in Northern Grampians Shire in 2006 compared to Regional Victoria shows that there was a smaller proportion of couple families with children, as well as a smaller proportion of one-parent families.

Comparing household types between Northern Grampians Shire and Regional Victoria in 2006 reveals a smaller proportion of family households, but a larger proportion of lone person households. Family households accounted for 66.2% of total households in Northern Grampians Shire while lone person households comprised 29.1%, (69.0% and 25.7% respectively for Regional Victoria).



Education and occupation

Analysis of the qualifications of the population in Northern Grampians Shire in 2006 compared to Regional Victoria shows that there was a smaller proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications) and a larger proportion of people with no formal qualifications.

Overall, 30.8% of the population held educational qualifications, and 56.8% had no qualifications, compared with 35.5% and 52.0% respectively for Regional Victoria.

External influences

In preparing the 2012/13 budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Funding and renewal gaps for assets, infrastructure and services
- Impact of a changing and ageing demographic and the lessening of the communities' capacity to pay
- The impact of 'disaster' fatigue from repeated natural disasters including bushfire, flood, storm events, landslide, drought and pestilence
- Increases in fuel, commodity, consumable and utility costs above CPI
- Requirement to undertake 'additional' works in exchange for government funding
- Regulatory and legislative changes resulting in increased costs, for example, management of domestic animals, mandatory four year old kinder and waste management compliance issues
- Potential impact of carbon pricing

Internal influences

In addition to the external influences, there are a number of internal influences which impacted the preparation of the 2012/13 Budget. These include the following:

- Council's commitment to maintaining services to current levels and to provide sufficient resources to undertake works required to address the Council Plan during flood recovery and restoration works
- Increased salary costs in accordance with the Enterprise Bargaining Agreement (EBA). There are also several grants funded positions
- Council has recognised that it has been under-funding its ongoing building maintenance responsibilities and has commenced a phased approach to significantly increasing these funds in the years to come

Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

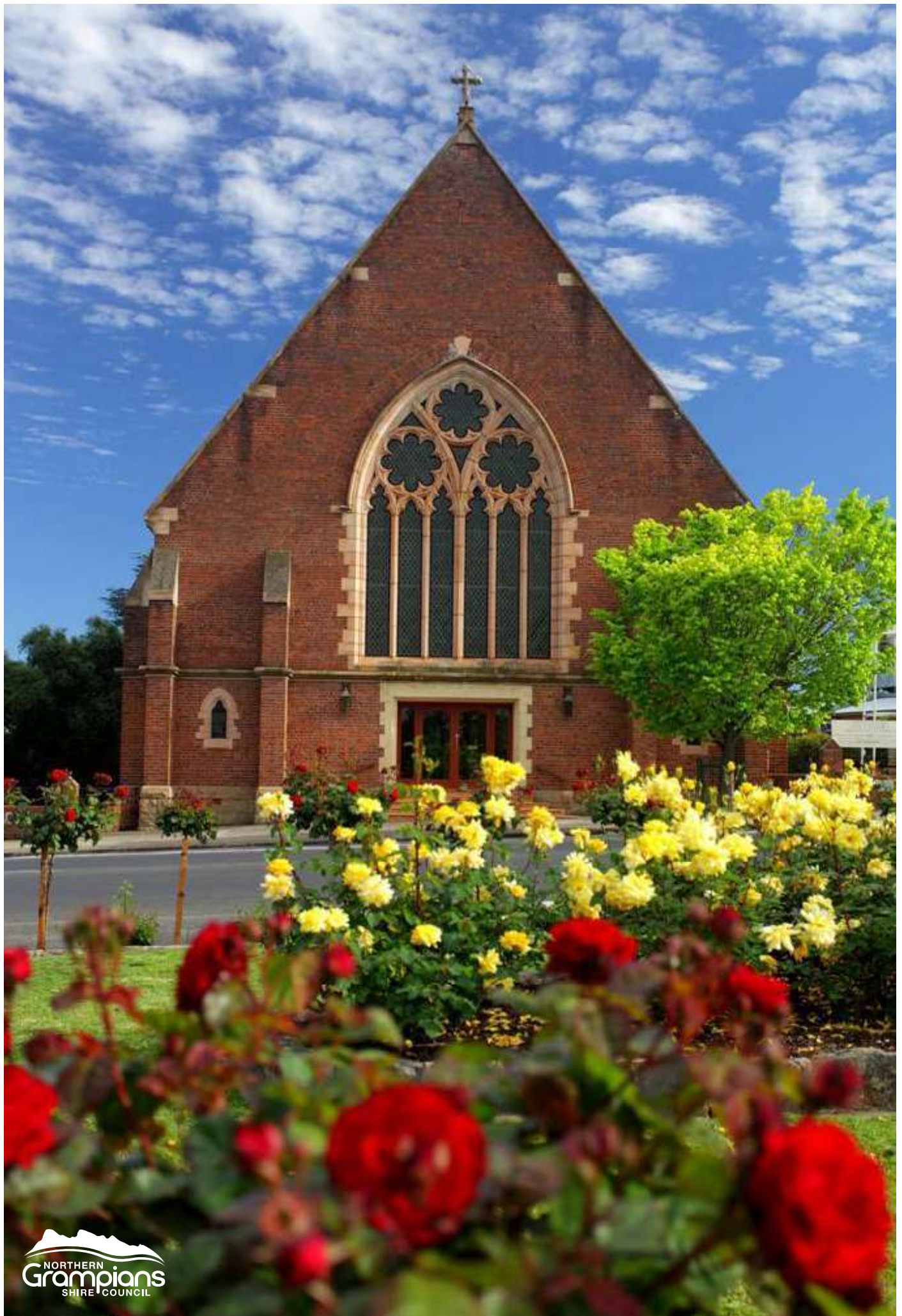
- Base all workings on evidence
- Outline services provided, the cost of service provision and level of service
- New revenue and government funding sources to be identified where possible
- Service levels to be maintained at 2011/12 levels with the aim to use less resources with an emphasis on innovation, productivity and efficiency
- Emphasis on legislation and compliance over discretionary services
- Work towards completing staged projects
- Align all activity to the Council Plan

Legislative requirements

Under the Local Government Act 1989 ('the Act'), Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy, as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 ('the Regulations') which support the Act.

The 2012/13 budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ending 30 June 2013 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

The budget includes consideration of a number of long term strategies to assist Council in considering the budget in a proper financial management context. These include a Strategic Resource Plan for the years 2011/12 to 2015/16, Rating Strategy and other long term strategies including borrowings, infrastructure and service delivery.

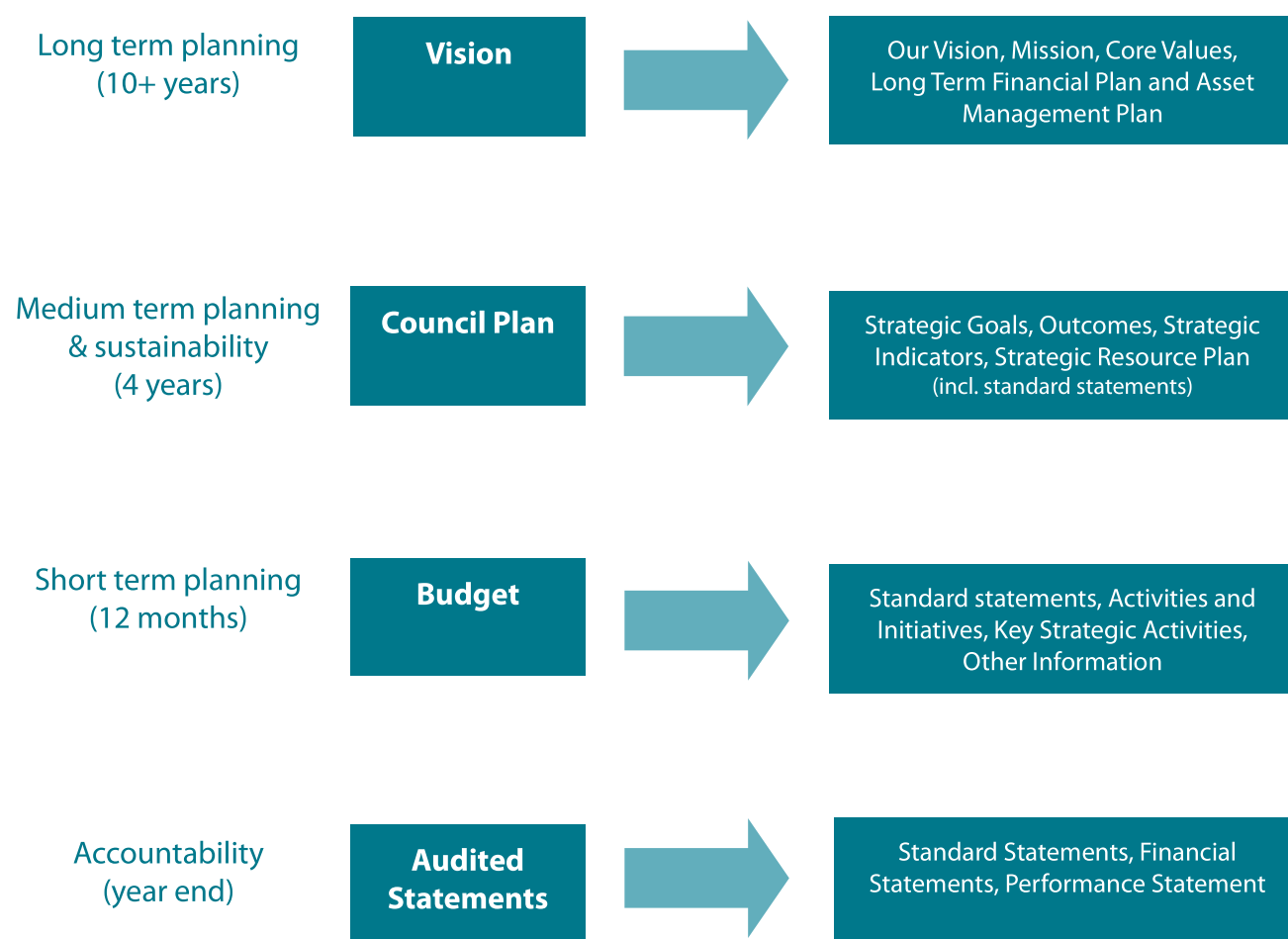


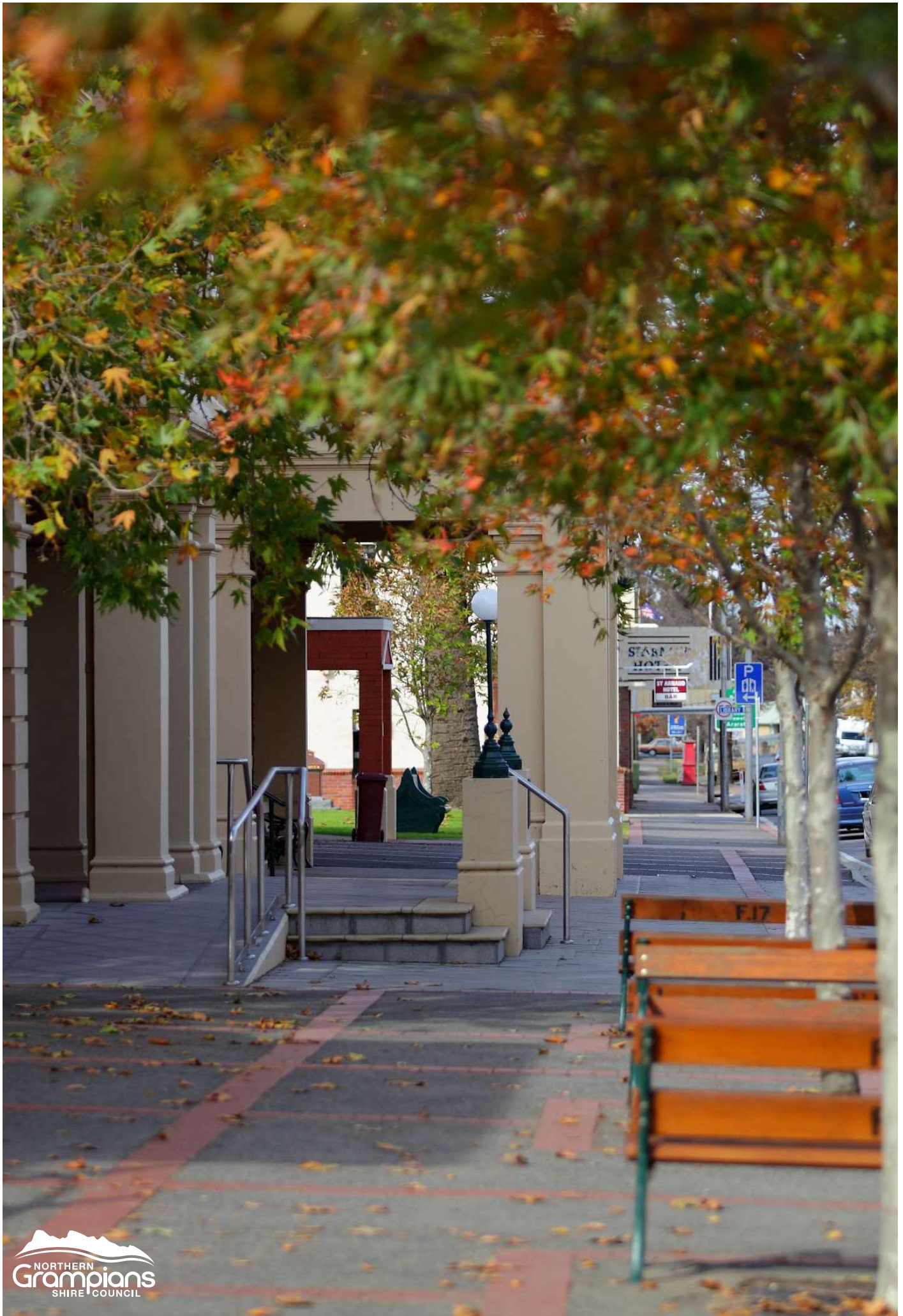
COUNCIL PLAN LINKAGES

The Council's annual budget is linked directly to the implementation of the Council Plan. This fits within an overall planning 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).

Strategic planning framework

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The annual budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the annual budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the strategic planning framework of Council.





BUDGET HIGHLIGHTS

The 2012/13 Council Draft Budget plans a record spend of \$43 million across the Northern Grampians Shire, almost double the average yearly budget. Responding directly to the 2009/13 Council Plan, developed in consultation with the community, the Draft Budget requires a rate revenue increase of 5.5 per cent across the municipality to successfully deliver on key objectives.

A better lifestyle

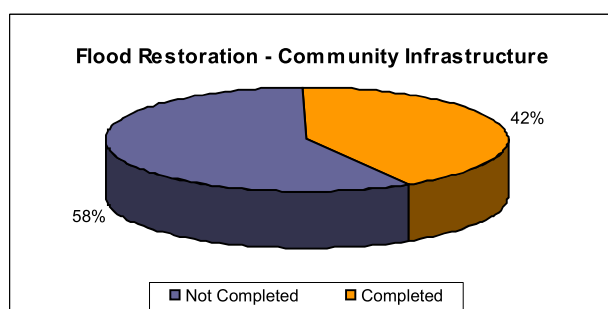
Council will balance a bumper \$18.2m capital works program with a record sum of \$5m for infrastructure maintenance and a hefty \$5.4m allocation for children's services, aged care, recreation, leisure and libraries. Also included is a \$1.9m investment to create a better lifestyle for residents and businesses and to secure Northern Grampians as the top place for investment and for tourism.

A stitch in time

Major investments include replacement of the long-awaited amenities and community 'shop' at 108 Main Street, Stawell, replacement of the athletics running track at North Park and the continuation of the \$2.4m St Arnaud Heritage Streetscape project. This year will also see the replacement of toilets at Great Western Memorial Park and the commencement of stage two of the Halls Gap Community and Tourism Hub (subject to Federal and State funding). Council is also investing in a major overhaul of waste services to meet our environmental objectives and to comply with government regulation.

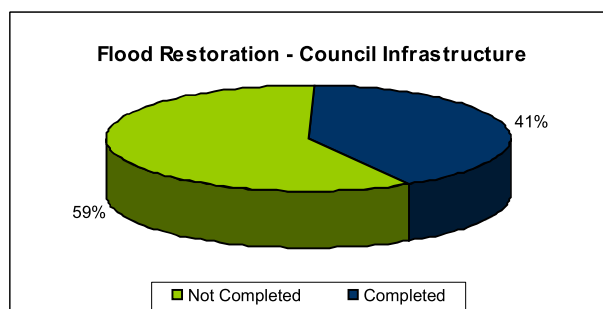
Vital flood recovery

Council has included a further \$10.9m to help address vital flood recovery works across the shire and to continue to deliver programs to assist with the personal and business flow-on from these major natural disasters. Close to \$30m in funds over three years were secured from Federal and State governments after much lobbying.



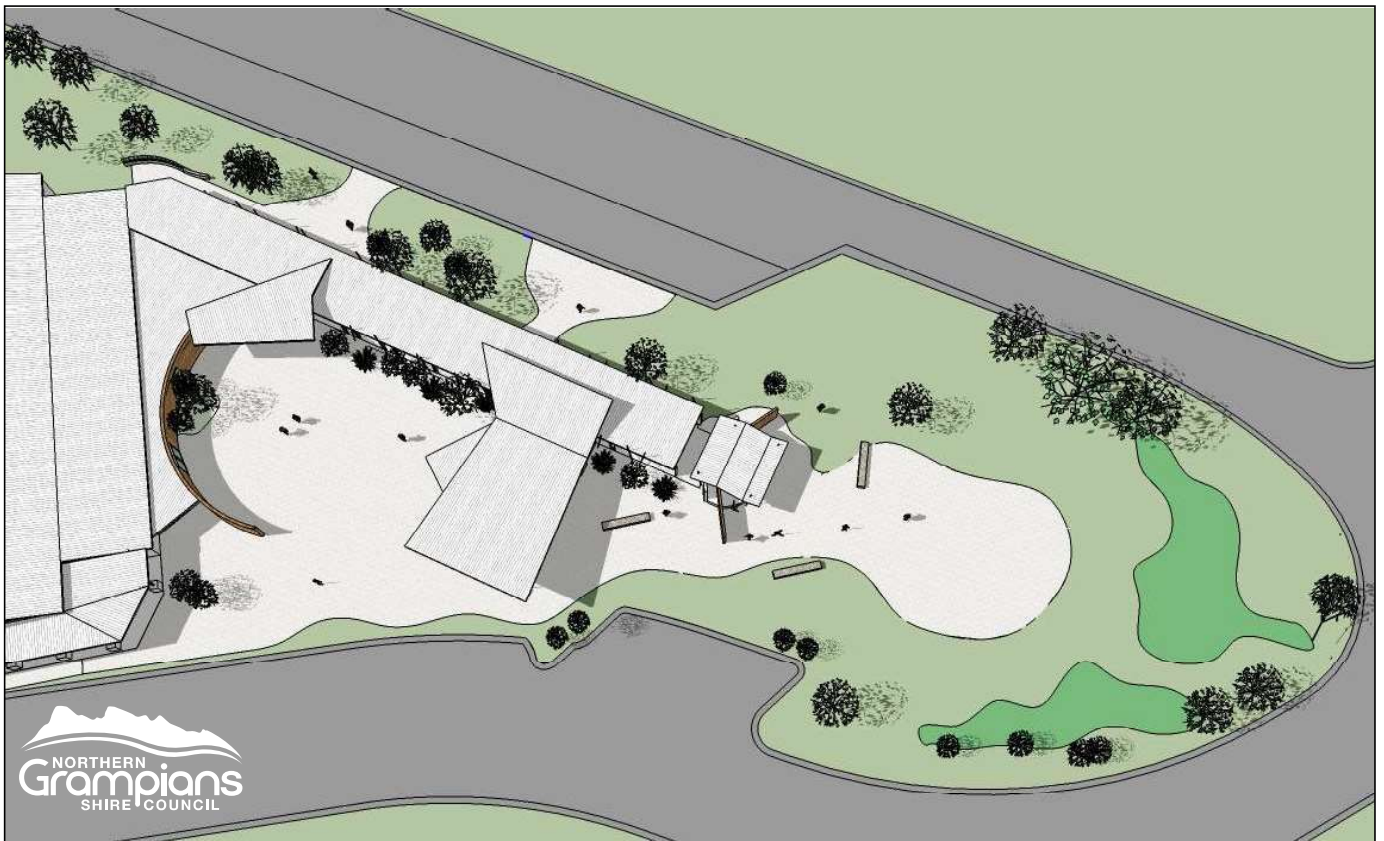
Finding balance

Council is pleased to present a Draft Budget that is balanced, realistic and invests in the future of its communities. Despite ongoing cost-shifting by State and Federal governments and the challenges that come with a small population versus a large geographical area, the critical work that Council is doing today will save money in the long run.



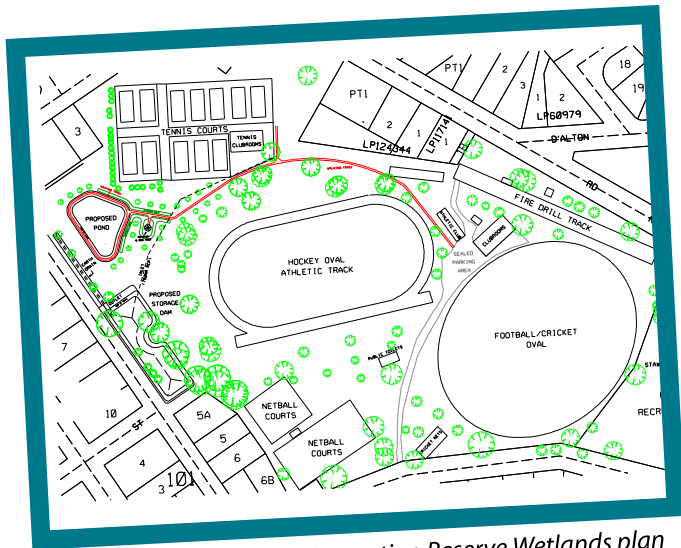


108 Main Street plan



Halls Gap Hub plan

WHAT WE'RE SPENDING



North Park Recreation Reserve Wetlands plan



St Arnaud Streetscape plan

\$18.2 million ...

\$18.2m will be spent on capital works, parks, recreational areas, buildings and drainage works

\$10.9 million ...

\$10.9m for flood recovery works (infrastructure and community)

\$5.9million ...

\$5.9m on roads and bridges

\$5.4 million ...

\$5.4m for children's services, aged care, recreation, leisure services and libraries

\$1.9 million ...

\$1.9m to attract and encourage new and existing businesses and tourism

\$2.8 million ...

\$2.8m on waste management and environmental objectives

\$1million ...

\$1m on stage 2 of Halls Gap Community and Tourism Hub and redevelopment of shop 108 Main Street as part of 'Stawell CBD Linking Project'

\$1million ...

\$1m on major projects like St Arnaud Heritage Streetscape and North Park Recreation Reserve Running Track and Wetlands

\$1million ...

\$1m on major plant and equipment to keep our streets, drains and infrastructure assets maintained



WORKING TOWARDS A HEALTHY, SUPPORTIVE & SUSTAINABLE COMMUNITY

Aged and Disabled

Council's Home and Community Care (HACC) services support members of the community who are frail, aged or have a disability. HACC contributes to the wellbeing of individuals and helps make the Northern Grampians Shire an attractive place to live and work.

Without access to HACC services, residents would be significantly more vulnerable to isolation and less likely to receive early intervention into medical conditions. Programs like the shire's senior citizen clubs and community access advisory group enhance independence in the home and the community, while annual events including seniors' expos, fall prevention seminars and line dancing concerts help to promote health and wellbeing.

Council delivers HACC services through a service agreement with the Department of Health. On an annual basis, Council provides approximately:

- 1200 hours of assessments
- 22,000 Meals on Wheels
- 10,000 hours of domestic assistance
- 3,000 hours of personal care
- 300 hours of property maintenance
- 500 hours of respite

Children's Education

Council's Early Childhood Preschool (kindergarten) program is licensed by the Department of Education and Early Childhood Development. It provides early childhood learning services to children in St Arnaud and neighbouring towns.

The St Arnaud Kindergarten's four-year-old program provides approximately 11 hours of preschool per child, which are delivered over four days during school terms.



Approximately 40 children are enrolled in the program in 2012.

The three-year-old program provides approximately 2.5 hours of social learning to each child. The program operates one day a week during the second, third and fourth terms. Approximately 20 children are enrolled in three-year-old kindergarten in 2012.

Children's Services

Council operates quality childcare services which provide flexible options for families throughout the shire. Taylors Gully Children's Centre in Stawell and the St Arnaud Children's Precinct provide both Long Day Care and Occasional Care.

Taylors Gully currently provides Long Day Care and Occasional Care services to approximately 150 children each week. The St Arnaud Children's Precinct services between 60 and 65 families as part of its Long Day Care program. A total of 58 children are enrolled in the two kindergarten programs. These figures can triple at various times throughout the year.

Council's childcare facilities also host visiting specialists and conduct information sessions for families.



Maternal Child Health

Maternal and Child Health provides support for parents and monitors the welfare and development of infants.

As part of the program, Council provides:

- Outreach services for at risk children
- First home visits to all mothers and babies on discharge from hospital
- First parent group classes
- Opportunistic immunisations
- Referrals to other agencies as required
- Informational and educational classes for clients

MCH staff also liaise with various organisations including hospitals, childcare centres and community groups to achieve the best possible outcomes for parents and their children.

Emergency Planning

Emergency events will be inevitable and Council needs to build resilient communities.

Under the Municipal Emergency Management Act, Council has statutory requirements to prepare and maintain a Municipal Emergency Management Plan (MEMP). The MEMP contains sub plans that relate to specific emergency events, including fire, flood, pandemic and heatwaves.

Under the Country Fire Act, Council is also required to appoint a Municipal Fire Prevention Officer and prepare and implement a Municipal Fire Management Plan.

Environmental Health

Environmental Health provides for community health and wellbeing through the implementation of:

- Immunisation and head lice management
- Registering and inspections of businesses that provide services to the community such as food and accommodation
- Inspecting and issuing permits for waste water systems

Through this service, Council works with other agencies to develop strategic plans for heat stress, infectious disease and public health issues.



Community Development

Northern Grampians Shire Council is committed to providing proactive and positive linkages between itself and the community through youth, sport, recreation and community organisations. This is facilitated by the development and delivery of services that meet the needs of the community and strengthen social connectedness.

As part of its Community Development program, Council is involved in:

- Identifying grant opportunities
- Servicing community assets
- Educating volunteer groups
- Supporting community events through grants and ideas
- Assisting with project management
- Attending community meetings and forums, generally after hours
- Working towards the delivery of Community Plan priorities for seven towns
- Overseeing internal and external grants from project identification to delivery and acquittal
- Supporting emergency relief and recovery
- Organising and delivering community events including Walktober and Volunteer Week
- Allocating Community Grants and Youth Grants

In 2012, Council will also be involved in formulating a Youth Council who will oversee the development of a Youth Strategy for the Northern Grampians Shire. The project has been successfully funded and will result in the recruitment of a Youth Project Officer to work three days a week for three years.



Libraries

The shire's library services are provided as part of the Wimmera Regional Library Corporation (WRLC). Council contributes to the running costs of the library and is responsible for building construction and maintenance.

Council's contribution to the WRLC is determined by the extent of service provided in each of the contributing shires. The Northern Grampians is home to two libraries, one in Stawell, and another in St Arnaud. In addition, a fortnightly mobile library service is provided to the Marnoo community and a 24-hour-a-day, seven-day-a-week online branch offers digital services, including audio books.

On an annual basis, the shire's libraries clock up 65,000 visits and record 79,000 loans.

Leisure Services

The St Arnaud Swimming Pool and the Stawell Leisure Complex are utilised by residents throughout the shire. The centres' wet programs include casual swims, water aerobics, swimming lessons, swimming club and junior lifeguard. The Stawell Leisure Complex also offers spa facilities and water slides, while diving boards are an attraction in St Arnaud. Both facilities adhere to the Lifesaving Victoria guidelines of one lifesaver per 100 patrons.

Dry programs in Stawell include squash, basketball, soccer, cricket, racquetball and ed gym. The Leisure Complex receives approximately 50,000 visitors per year.



Local Laws

Under the Local Government Act, Council is empowered to provide peace, order and governance for the municipality. Local laws provide an opportunity for Council to create laws that take into account how the community wishes to live.

Council develops local laws to help manage public activities and create a safer environment for residents. Areas of activity include:

- Domestic animal management
- Public trading places
- Control over waste and burning
- Management of the use of public places
- Promoting a safe environment to discourage activities including, unsafe parking, wandering stock and graffiti



Sustainable Community Key Strategic Activity:

Develop and implement a business plan for children's services to ensure Council is delivering effective and efficient services to the community.



WORKING TOWARDS A SUSTAINABLE NATURAL & BUILT ENVIRONMENT

Infrastructure and Asset Management

Council maintains roads, bridges, buildings, footpaths, kerb and channel and other recreation facilities.

These assets are critical to providing various services to the community.

Council is committed to managing its buildings and assets and currently maintains 170 buildings across the shire.

Heavy plant is essential in managing Council assets and is replaced at optimum life to avoid high maintenance costs and lost operation time.



Parks and Gardens

Council provides sustainable recreation facilities and currently maintains:

- 6 recreation ovals
- 24 neighbourhood parks
- 22 traffic islands and roundabouts
- 15 landscaped areas
- 10 community facilities
- 17 playgrounds
- 10 stormwater harvesting systems
- 14 major town slashing areas
- Slashing of six rural towns
- Street trees throughout the shire

Planning and Building Services

Council has a responsibility to plan for the use, development and protection of land within the shire according to the present and long-term interests of the community.

The Northern Grampians Shire Planning Scheme is a legal document that sets out the way land may be used or developed. With the authorisation of the Minister for Planning, Council is responsible for the preparation and amendment of the planning scheme.

It also regulates the permits granted under the planning scheme, settles disputes, enforces compliance with the planning laws, and deals with other related administrative procedures.

Council's building team ensures the safety, liveability and sustainability of the shire's buildings 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.



Natural Built Environment Key Strategic Activity:

Complete Capital Works Program to ensure assets are provided and maintained at an appropriate level.





Aerodromes

Council currently manages both the Stawell and St Arnaud aerodromes and other minor facilities to provide better service to the community.

Facilities and Public Amenities

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 and performing arts concerts.

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

It is also Council's responsibility to provide adequate street lighting in urban areas, including Stawell, St Arnaud, Great Western, Halls Gap, Stuart Mill, Marnoo, Glenorchy and Navarre.

Roads and Bridges

Providing safer roads, bridges and footpaths is a major focus for Council which currently maintains:

- 738 kilometres of sealed roads
- 2,202 kilometres of unsealed roads
- 540 kilometres of formed/track roads
- 150 bridges
- 450 major culverts
- 102 kilometres of footpaths
- 145 kilometres of kerb and channel
- 2296 drainage pits
- 54 kilometres of drainage pipes
- 16,956 square metres of car park

Waste Management

The State Government has developed targets for the reduction of waste to landfill and standards for the management and disposal of waste. The nine key waste services delivered by Council need to comply with these targets.

The State Government landfill levy continues to increase as part of the longer term strategy to divert waste from landfill. From July 1, 2012, a carbon tax will also apply when landfills emit more than 25,000 tonnes of CO₂e (carbon dioxide equivalent). Reducing waste to landfill will minimise Council's exposure to carbon tax.

Key service areas of waste management include:

- Kerbside waste and recycling
- Waste facilities
- Public litter bins

Council is developing a strategic waste management plan to improve health and environmental outcomes and equitable charging and access, reduce waste to landfill and improve efficiencies in the delivery of service.

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

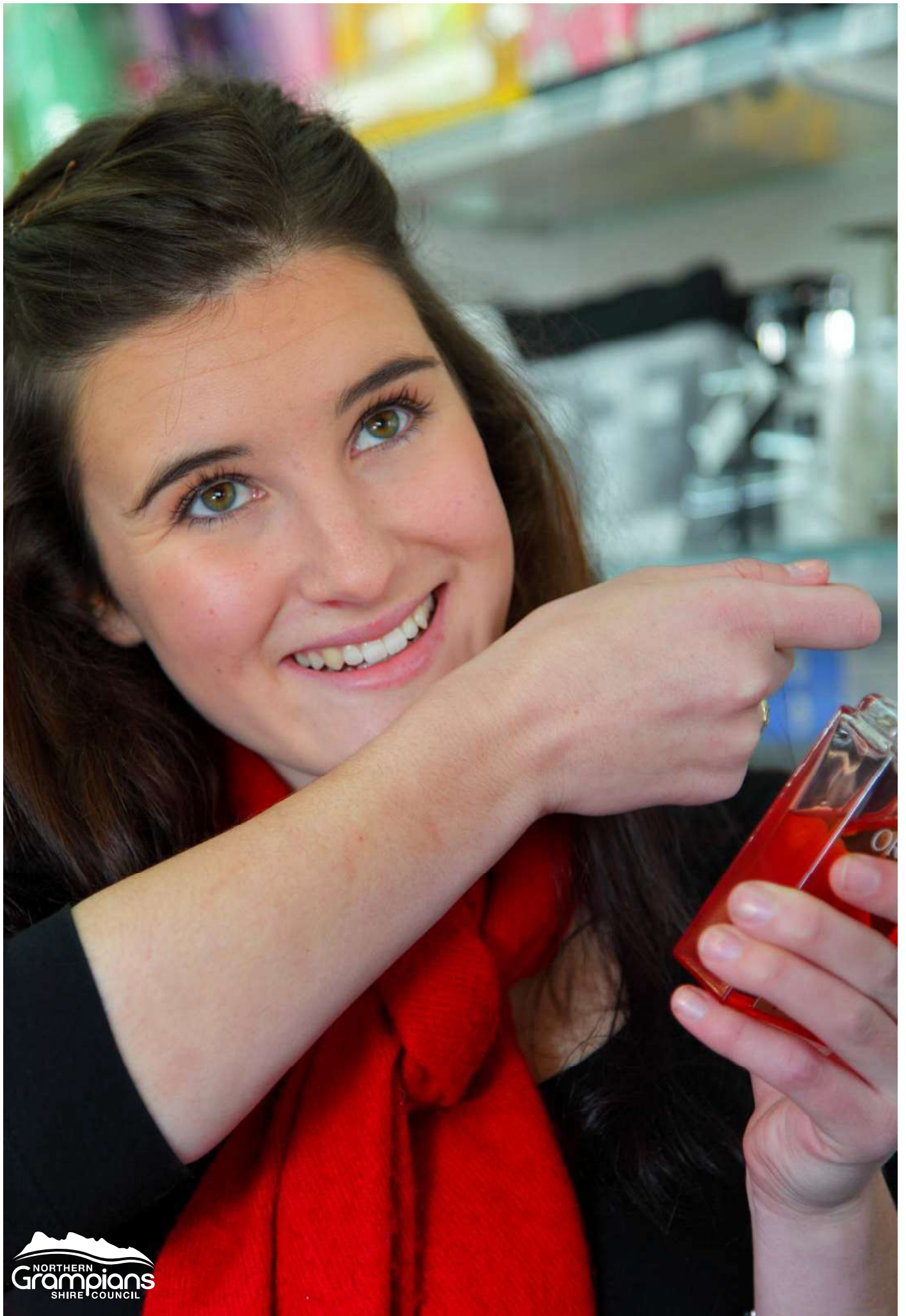
Sustainable Living

Council adopted its Sustainable Living Strategy in 2011. The strategy identifies actions to improve the financial, social and environmental sustainability of the municipality. Council works in partnership with other agencies, community groups and organisations to implement actions in the strategy. Initiatives include:

- Improving waste management
- Reducing energy consumption
- Utilising water efficiency
- Reducing green house emissions fleets

Cemeteries

Northern Grampians Shire Council is the trust for the St Arnaud and Stawell (Pleasant Creek) cemeteries. Council maintains the cemetery grounds and infrastructure at both sites, sets the fees and charges to be gazetted as required by the Department of Health and pre-digs the graves. Customer service staff in St Arnaud are responsible for maintaining records of burials at the St Arnaud cemetery.



WORKING TOWARDS ATTRACTING & ENCOURAGING NEW & EXISTING BUSINESS

Economic Development Admin

Council's Business Services unit prides itself on a strong relationship with its business community. As part of its ongoing support, it provides strategic planning and response to environmental, market and economic changes. The unit also works closely with dynamic business groups in Stawell, St Arnaud and Halls Gap to deliver a wide range of economic development initiatives that support existing businesses and attract new investment and residents.

Other tasks undertaken by the Business Services unit include:

- Supporting arts and culture within the shire
- Raising the profile of the Northern Grampians Shire by marketing the municipality as a desirable place to live, work and invest
- Designing and maintaining Facebook pages for the Council and its various departments
- Fostering investment attraction
- Attracting and supporting new residents
- Providing support and assistance to business associations and individual businesses
- Developing sector plans to provide an overview and better understanding of key industry sectors in the shire

Economic Development Projects

The Business Services unit is involved in many projects which are designed to support the existing business community, encourage new investment and attract new residents.

Business and networking events are regularly provided to offer support and advice for businesses across the shire. A diverse range of workshops are held on specific topics, including social media, starting your business and budgeting and forecasting.

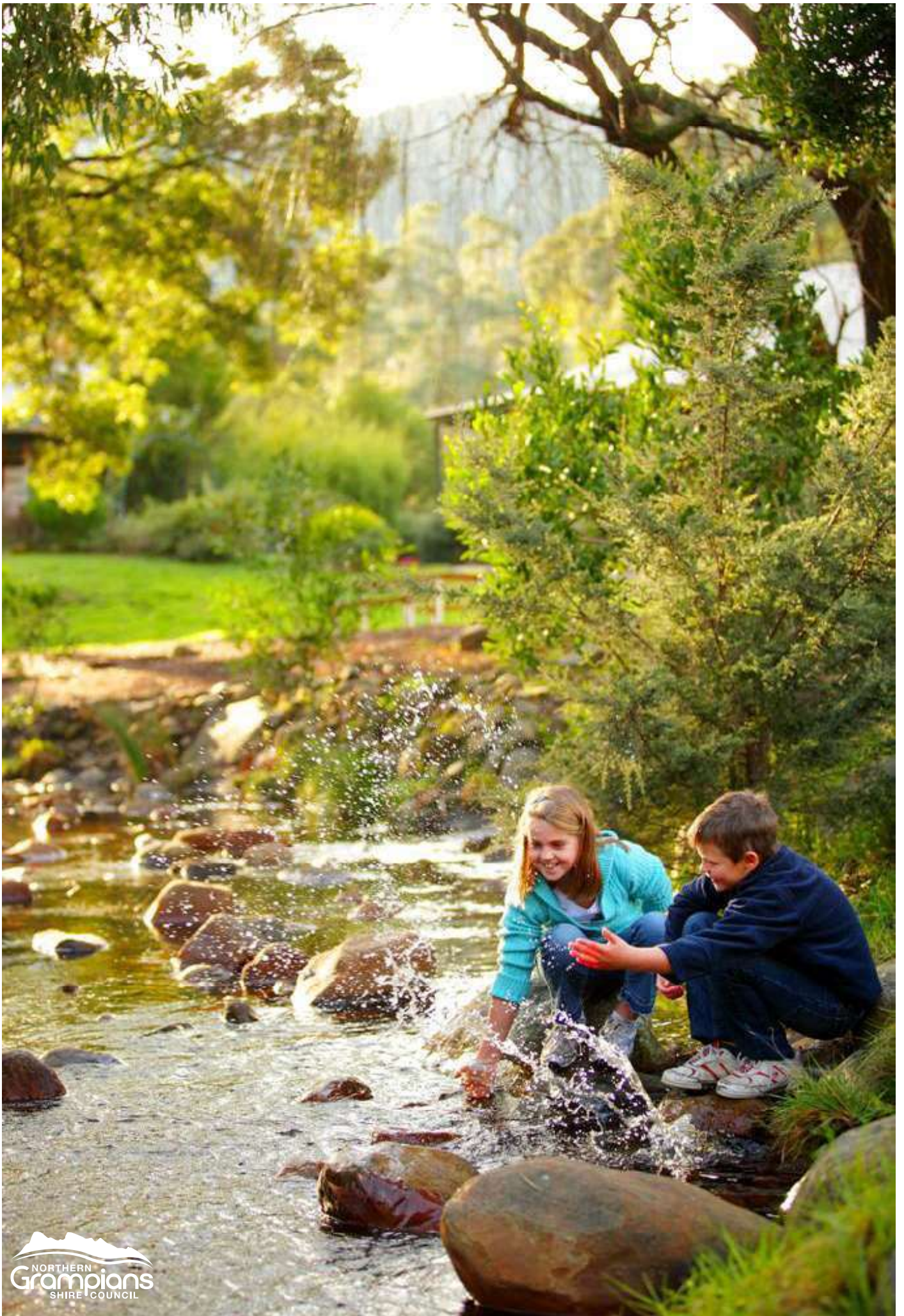


Council's New Resident Kits are constantly being updated and are kept in prime locations including real estate agents, banks and police stations to attract possible new police recruits.

Staff have been involved in the Farming in the 21st Century program and there have been several agriculture workshops held in regional areas.

Several other projects are planned for the coming 12 months, including the completion of the Northern Grampians Shire Economic Development Strategy, arranging a community health and wellbeing leadership forum and establishing a web based business capability directory.

The Business Services unit will also complete another Industry Sector Plan on Mining. The plan will complement Council's existing Agriculture, Health, Manufacturing, Tourism, Retail and Transport and Storage Sector Plans.



Events

Council is committed to supporting existing events and promoting the development of new events within the shire. The Business Services unit offers support and assistance to community groups, which has been guided by the recent development of an event procedure.

There have been a variety of events held in the shire over the past 12 months, with 62 of these registered through, and supported by, Council's Projects and Events Officer. Many of these event organisers have successfully applied for funding through Council's Events Assistance Program. Council has budgeted approximately \$153,000 to assist in the management of events.

Public events provide a wide range of social, economic and cultural benefits to local communities. Many events held in the shire are a major drawcard and attract thousands of visitors to the region.

Major events supported by Council include the Stawell Athletic Club Easter Gift, the Grampians Jazz Festival, the Great Western Rodeo, the Grampians Grape Escape, the Festival of St Arnaud and the Stawell Racing Club Gold Cup.

Marketing and Community Services

Council provides strategic direction and management for Business Services, Economic Development, Arts and Culture, Marketing, Economic Development Projects, Events, Tourism, Visitor Information Centres, Aged and Disability Services, Children's Services, Community Development, Emergency Recovery, Leisure and Recreation and Council Facilities.

Tourism

The three Visitor Information Centres in the Northern Grampians Shire provide tourists with valuable information to enhance their visit to the region and encourage overnight stay. Seven part time staff work in Council's Visitor Information Centres, along with trained volunteers.

Northern Grampians Shire Council also has an important alliance with Grampians Tourism which is responsible for marketing and development initiatives across the



Grampians region. While Council continues to promote its own tourism industry, Grampians Tourism takes the lead on a collaborative approach. Major benefits include strengthened relationships and partnerships between all stakeholders, additional media exposure, activities to increase tourism and opportunities for workshops, training and education.

300 The average number of visitor enquiries received daily by the Halls Gap Visitor Information Centre



Encouraging Business Key Strategic Activity:

Develop and implement Industry Sector Plans in order to maximise the economic benefits for our community and the region.



WORKING TOWARDS PROGRESSIVE LEADERSHIP & GOOD GOVERNANCE

Customer Services

A principal point of contact between Council and the community is provided through Customer Service centres in both Stawell and St Arnaud.

Open between 8.15am and 4.45pm, five days a week, services include telephone and over the counter enquiries, receipting and VicRoads services.

CEO and Councillor Services

A high level of personal, administrative and civic support is provided to the Mayor, Councillors, Chief Executive Officer and Council Directors.

Services include diary coordination and travel arrangements, provision of support documents, protocols and presentations, civic events and ceremonies, administrative support for various committees and coordination of Councillor communications and professional development.

70,000

Approximate number of
customer service enquiries
per year



Corporate Services

Corporate services provides effective information and communication services that support efficient operations across the organisation, and are responsible for ensuring accountability for legislative requirements. Services include:

- Executive and civic services
- Financial services
- Information and communication technology
- Human resources management
- Records management



Progressive Leadership Key Strategic Activity:

Develop an Information Technology Strategy.



SUPPORTING COMMUNITIES TO RECOVER FROM FLOOD



- Repairs to community facilities including Cato Park, the pedestrian bridge at Stoney Creek in Halls Gap, the Navarre Historical Museum and the Great Western toilet block
- Town entrance flags in Stawell and timber visitor boards.

Repairing Damaged Infrastructure

As of the end of March 2012, Council had started work on 72 per cent of the repair projects created by the September 2010, January 2011 and December 2011 floods. The damage bill totalled more than \$22 million, three times the Council's annual works budget. The three floods created 2,196 repair projects on infrastructure including roads, bridges, drains and major culverts.

Farmers were especially affected by the flooding on December 18, which wiped out hundreds of kilometres of fencing and destroyed hundreds of head of stock on over 100 farms. At least 29 homes, 13 businesses and three community assets in the Stawell and Halls Gap areas were affected by the storms.

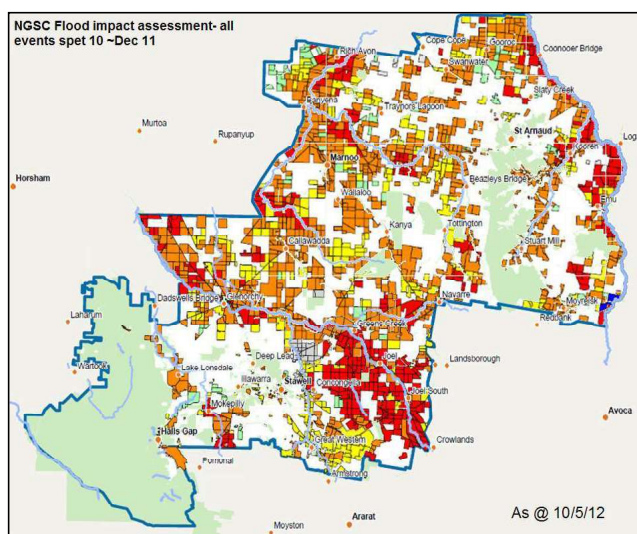
Vital Flood Recovery

Northern Grampians Shire Council is continuing to work towards addressing vital flood recovery works across the shire.

It will also continue to deliver programs to assist with the personal and business flow-on effect from major natural disaster. Funds have been secured from State and Federal Government after much lobbying.

As part of Flood Recovery efforts, Northern Grampians Shire Council will complete:

- Repairs to sporting facilities, including tennis courts in Banyena, Marnoo, Dadswells Bridge, Glenorchy and Campbells Bridge, a bowling green at St Arnaud, the Navarre Recreation Reserve and the Stawell Motor Sports Club.
- The replacement of the North Park running track in Stawell and associated drainage work.
- Repairs to community halls including those at Glenorchy, Banyena, Kooreh, Great Western and Wal Wal



Flood impacts



Council Office Locations

Customer Service Centres are open
Monday to Friday between 8.15am
and 4.45pm.

Stawell

Town Hall, Main Street, Stawell
Victoria 3380

St Arnaud

Napier Street, St Arnaud
Victoria, 3478

Visitor Information Centres

Stawell: Freecall 1800 330 080
St Arnaud: Freecall 1800 014 455
Halls Gap: Freecall 1800 065 599

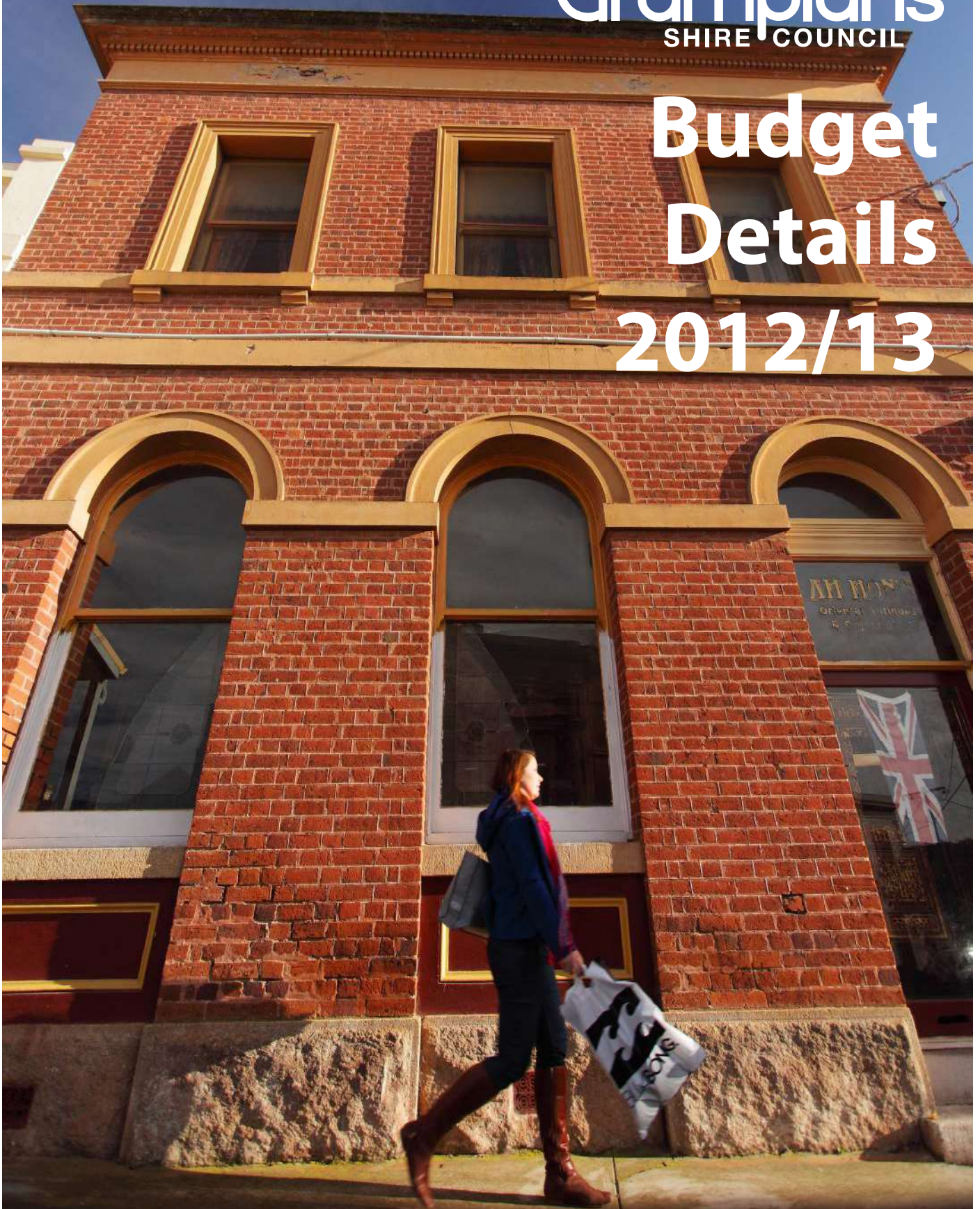
Emergency After Hours (All Areas)

Phone: (03) 5358 8700

Postal Address

PO Box 580, Stawell Victoria 3380
Phone: (03) 5358 8700
Fax: (03) 5358 4151
Email: ngshire@ngshire.vic.gov.au
Website: www.ngshire.vic.gov.au

Budget Details 2012/13

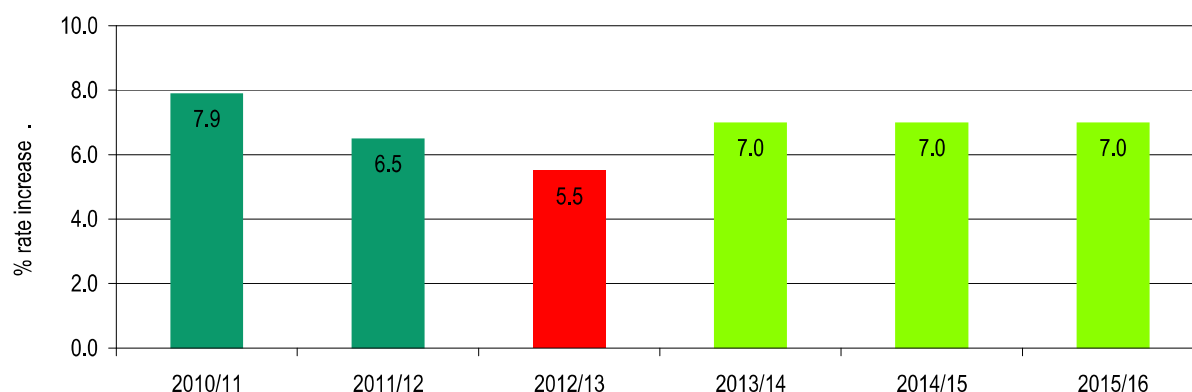


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Budget Summary

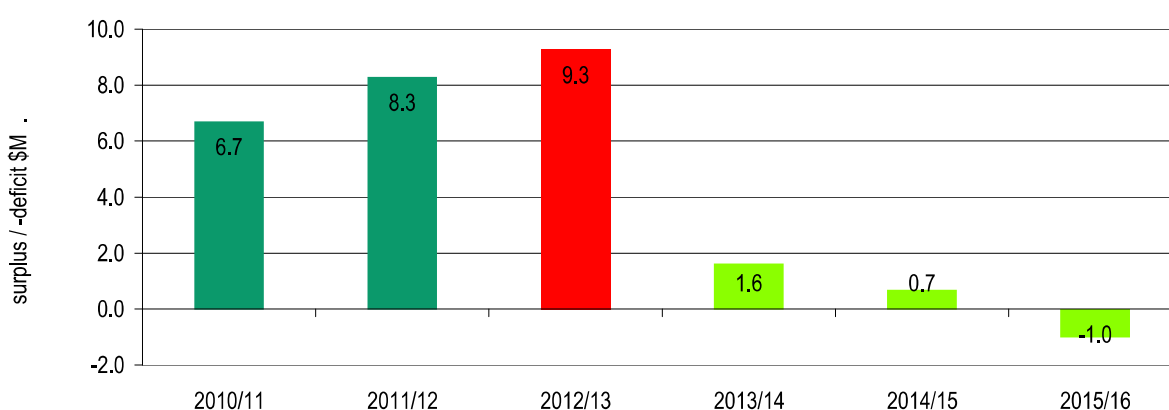
Council has prepared a budget for the 2012/13 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

1. Rates



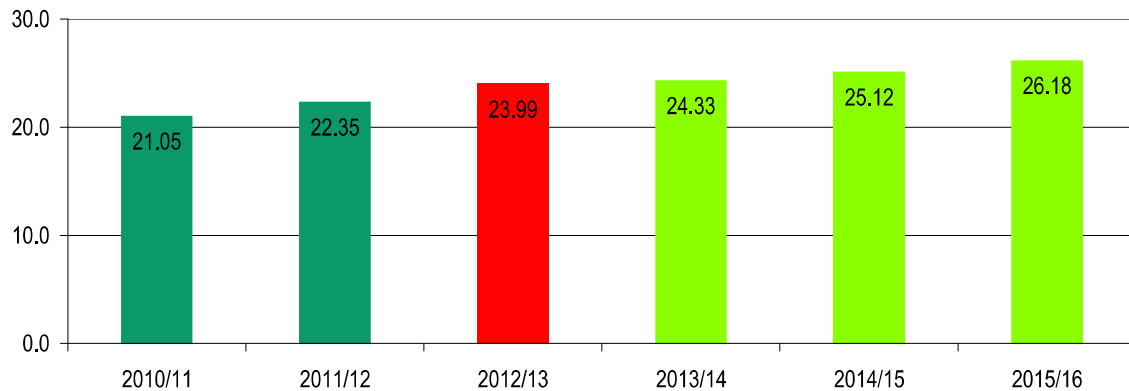
It is proposed that general rates increase by 5.5% for the 2012/13 year, raising total rates of \$11.47 million. (The rate increase for the 2011/12 year was 6.5%).

2. Operating result



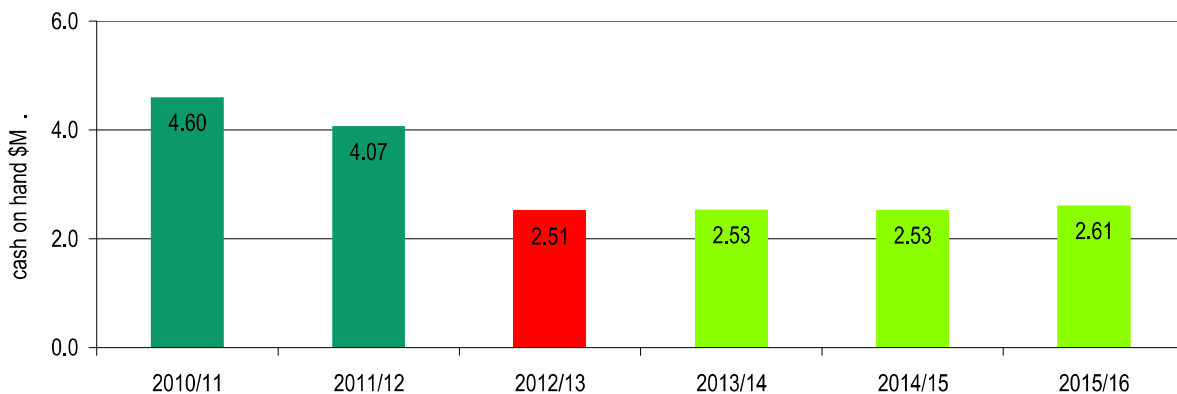
The expected operating result for the 2012/13 year is a surplus of \$9.3 million, which is an increase of \$1.0 million over 2011/12. The improved operating result is due mainly to external funding for capital works to restore flood damaged infrastructure. The restoration of flood damaged infrastructure is budgeted to take until the end of 2012/13. (The forecast operating result for the 2011/12 year is a surplus of \$8.3 million).

3. Services



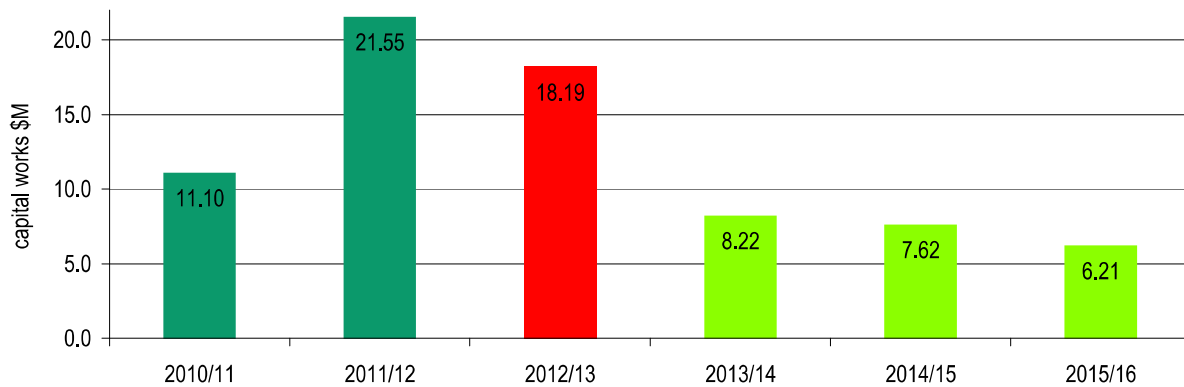
The cost of services delivered to the community for the 2012/13 year is expected to be \$24.0 million which is an increase of \$1.7 million over 2011/12. For the 2012/13 year, service levels have been maintained and a number of new activities and initiatives proposed. (The forecast cost for the 2011/12 year is \$22.3 million). This does not include the provision of flood recovery services.

4. Cash and investments



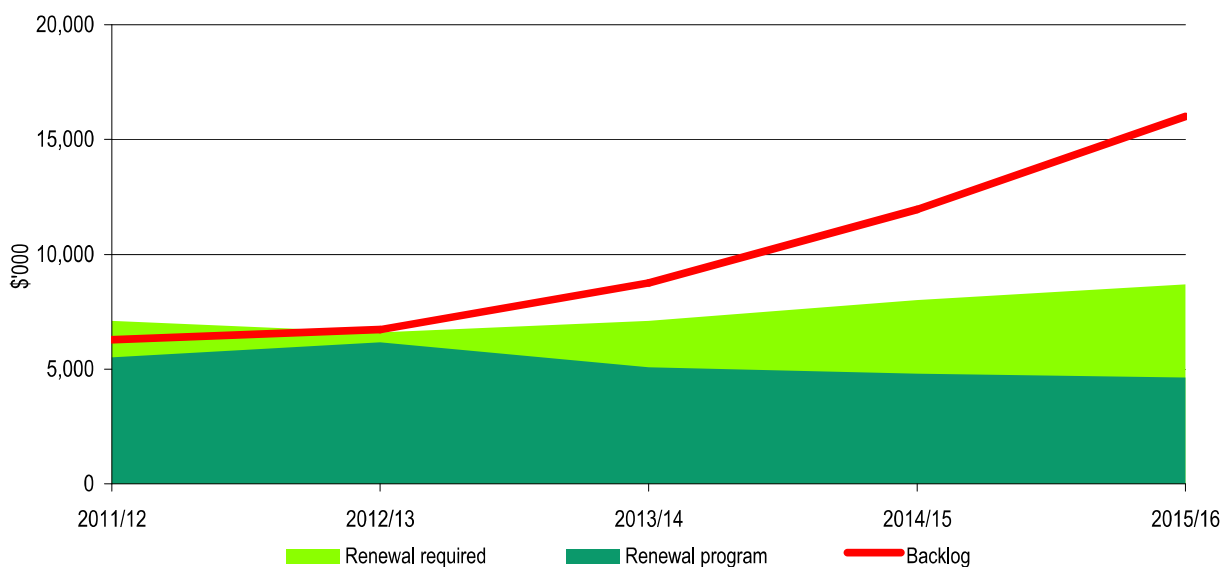
Cash and investments are expected to decrease by \$1.6 million during the year to \$2.5 million as at 30 June 2013. This reduction is the result of a large capital works program in 2012/13, funded in part from cash reserves. (Cash and investments are forecast to be \$4.1 million as at 30 June 2012).

5. Capital works

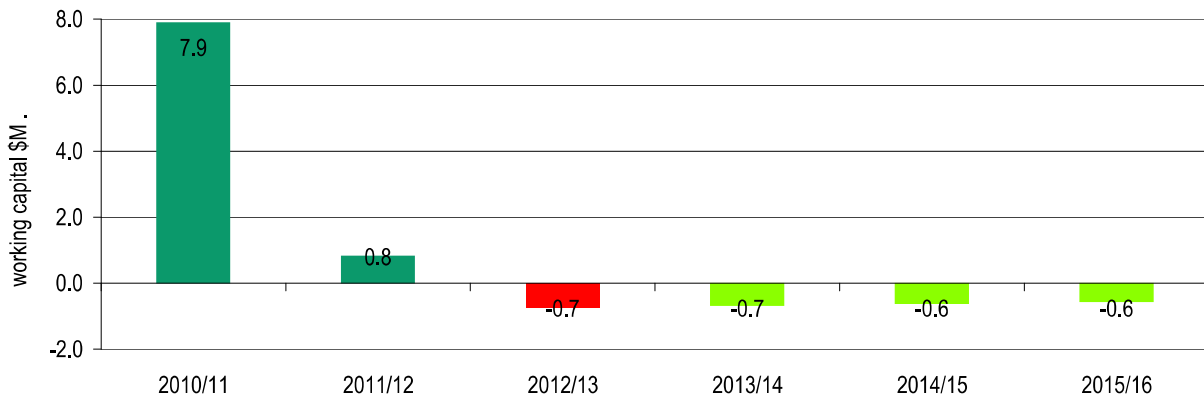


The capital works program for the 2012/13 year is expected to be \$18.2 million of which \$10.1 million relates to the restoration of flood damaged infrastructure. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. The capital works program between 2011/12 and 2014/15 is heavily influenced by both the flood damage restoration and the rejuvenation of several major community facilities including Halls Gap Hub, North Park Redevelopment and Stawell CBD Linking Project. (Capital works is forecast to be \$21.5 million for the 2011/12 year).

The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog. This has been adjusted to remove the flood restoration from the asset renewal program.

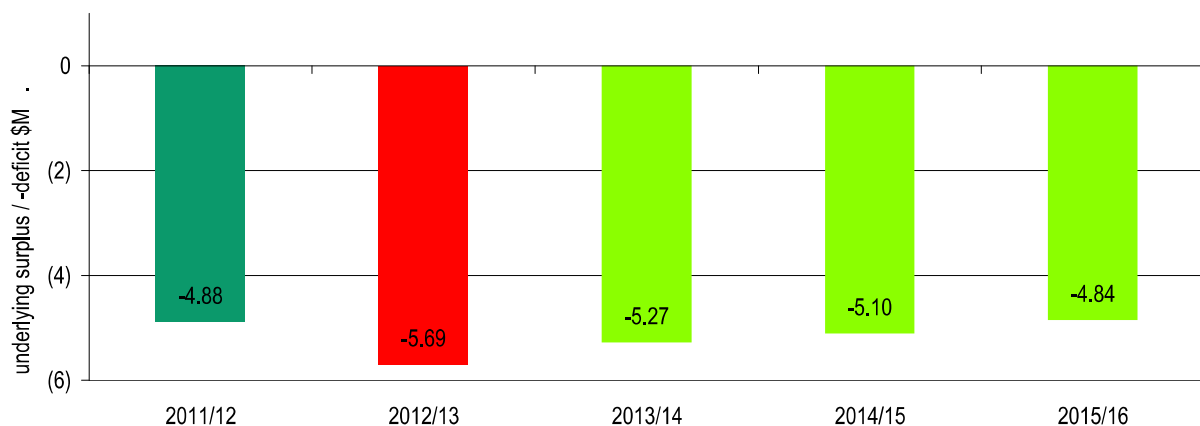


6. Financial position



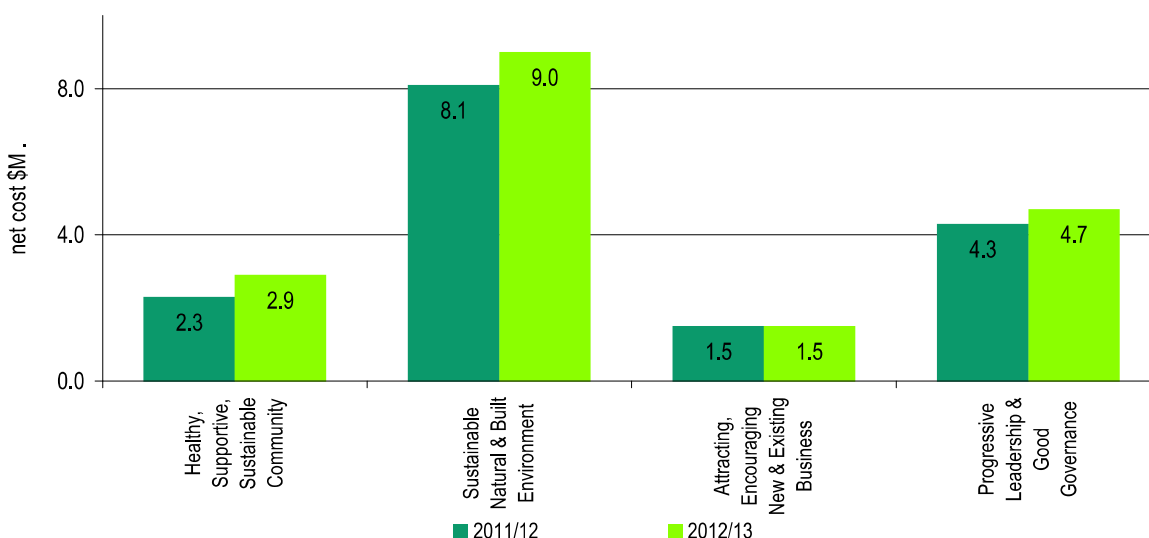
The net assets are expected to improve by \$9.3 million to \$264,697 million, however net current assets (working capital) will reduce by \$1.5 million as at June 2013. This is mainly due to the use of cash reserves to fund the capital works program. (Total equity is forecast to be \$255,433 million as at 30 June 2012).

7. Financial sustainability



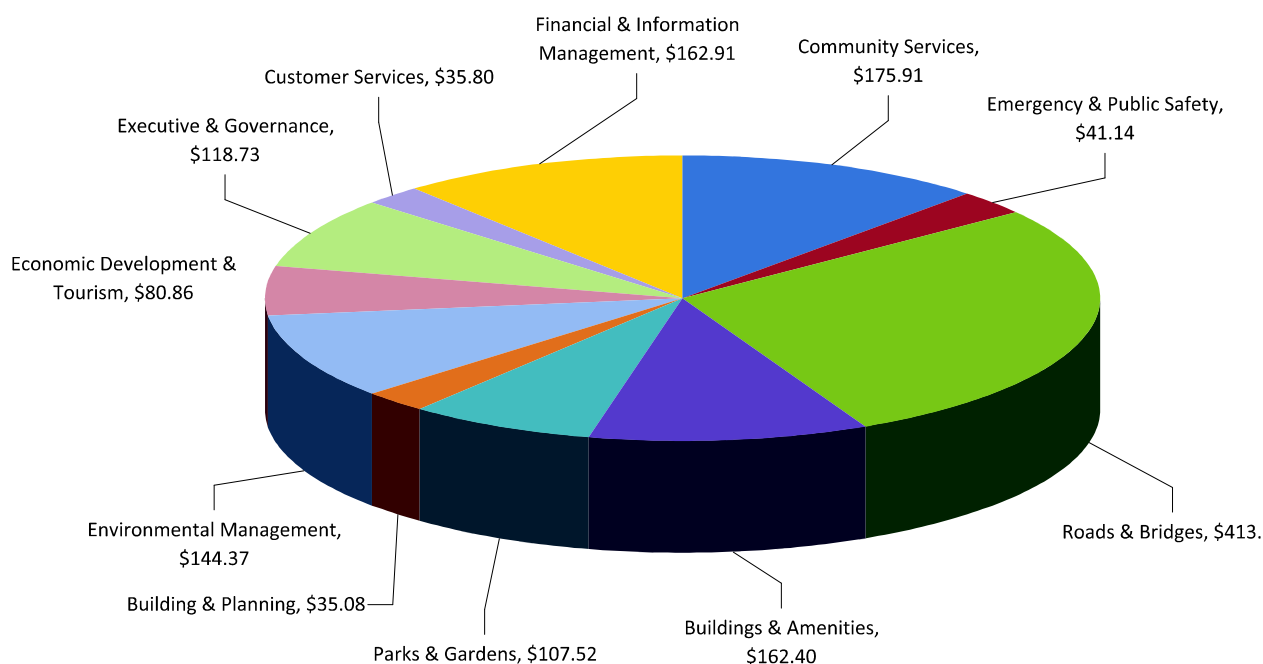
A high level Strategic Resource Plan for the years 2012/13 to 2015/16 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. While the Plan projects that Council's operating result will be inflated in 2012 and 2013 due to the impacts of flood recovery, the underlying result which is a measure of financial sustainability, shows a steady deficit over the four year period. The deficit includes depreciation which indicates that Council is unable to renew its stock of assets with the existing levels of funding.

8. Strategic objectives



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the net level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2012/13 year.

9. Where rates are spent



The above chart provides an indication of how Council allocates its rates expenditure across the main services that it delivers. It shows how much is allocated to each service area based on the average rates paid of \$1,478.70.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

1. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2012/13 year.

1.1 Budgeted income statement

	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Total income	1.2	41,156	40,400	(756)
Total expenses	1.3	(32,873)	(31,135)	1,738
Surplus (deficit) for the year		8,283	9,265	982
Grants – capital	1.2.4	(13,162)	(14,957)	(1,795)
Underlying surplus (deficit)	1.1.1	(4,879)	(5,692)	(813)

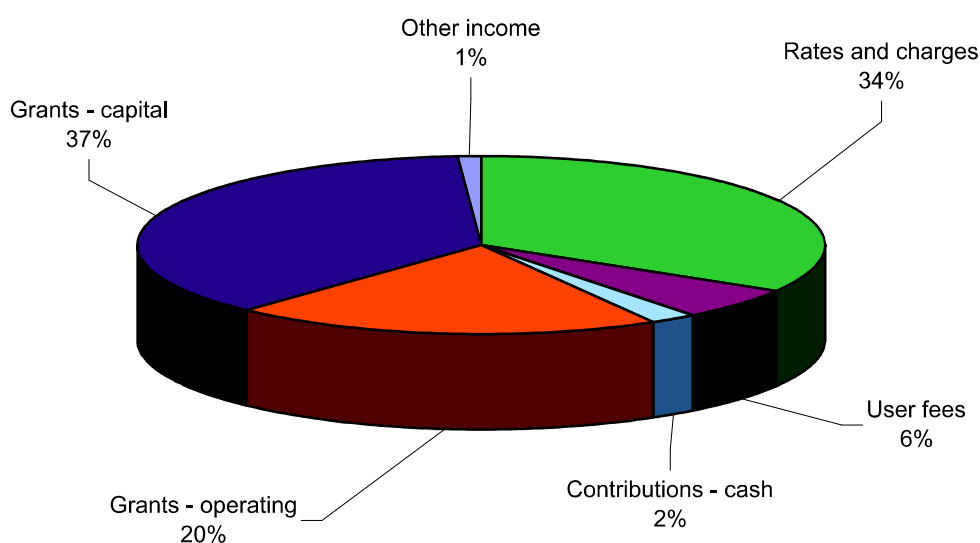
1.1.1 Underlying deficit (\$0.81 increase)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2012/13 year is a deficit of \$5.7 million which is an increase of \$0.8 million over the 2011/12 year.

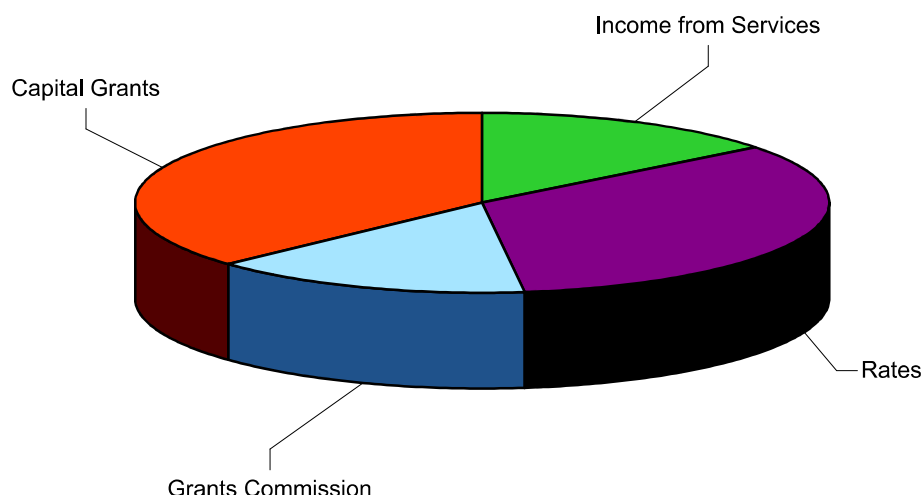
1.2 Income

Income Types	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Rates and charges	1.2.1	12,727	13,604	877
User fees	1.2.2	2,325	2,330	5
Contributions - cash		719	866	147
Grants - operating	1.2.3	11,619	8,220	(3,399)
Grants - capital	1.2.4	13,162	14,957	1,795
Other income		604	423	(181)
Total income		41,156	40,400	(756)

Budget % Income by Type



Budget Income by Service/Source



1.2.1 Rates and charges (\$0.9 million increase)

It is proposed that rates and charges income be increased by \$0.9 million over 2011/12 to \$13.6 million. The *Rating Strategy* includes a more detailed analysis of the rates and charges to be levied for 2012/13.

1.2.2 User fees

User charges contribute to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure facilities and the provision of human services such as childcare and home care services.

1.2.3 Grants - operating (\$3.4 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services. The \$3.4 million decrease is the result of the additional flood recovery operating grants in 2011/12, the adjustments for timing of Victorian Grants Commission payments, and grants for one off non capital projects.

Grant Funding Types	Forecast		
	Actual	Budget	Variance
	2011/12	2012/13	
	\$'000	\$'000	\$'000
Victorian Grants Commission	4,425	6,058	1,633
Flood Recovery	4,981	748	(4,233)
Aged & Disability	598	603	5
Non Capital Projects	886	175	(711)
Children's Services	338	299	(39)
Emergency Management	121	55	(66)
Other	270	282	12
Total grants - operating	11,619	8,220	(3,399)

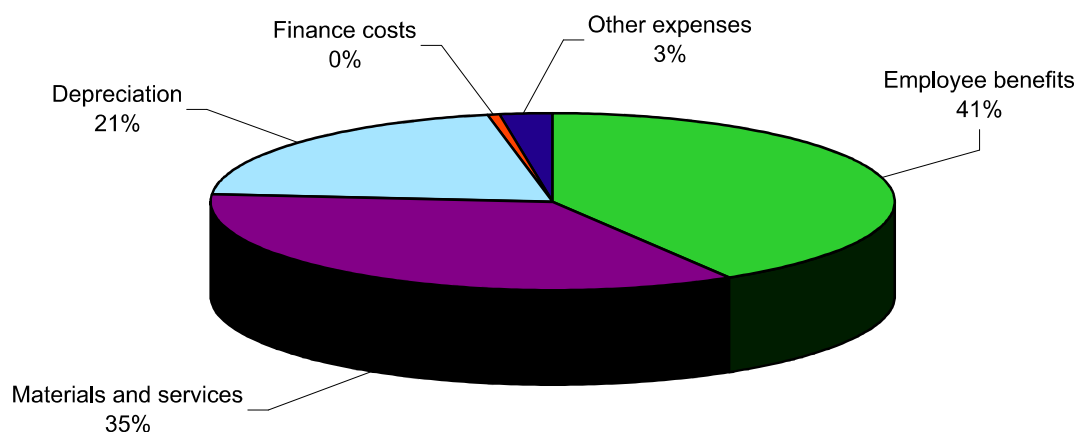
1.2.4 Grants - capital (\$1.8 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by \$1.8 million compared to 2011/12. The *Analysis of Capital Budget* section includes a more detailed analysis of the grants and contributions expected to be received during the 2012/13 year.

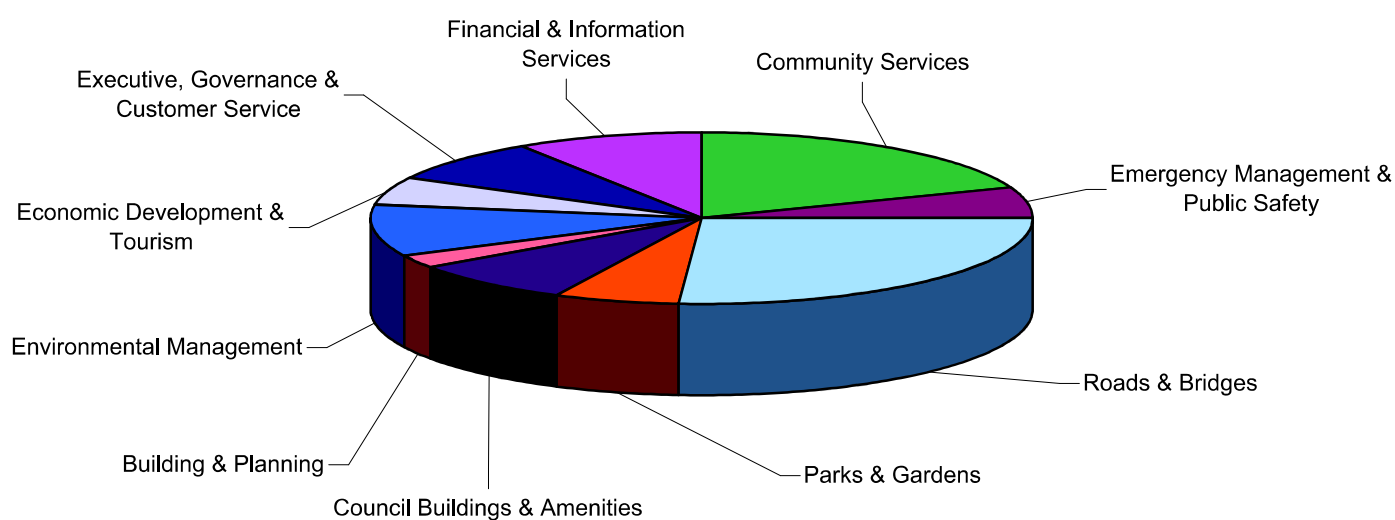
1.3 Expenses

Expense Types	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Employee benefits	1.3.1	12,002	12,858	856
Materials and services	1.3.2	13,716	10,925	(2,791)
Depreciation	1.3.3	6,148	6,394	246
Finance costs		195	148	(47)
Other expenses		812	810	(2)
Total expenses		32,873	31,135	(1,738)

Budget % Expenditure by Type



Budget Expenditure by Service



1.3.1 Employee benefits (\$0.86 million increase)

Employee costs include all labor related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, workcover and training.

Employee costs are forecast to increase by \$0.86 million compared to 2011/12. This increase relates to two key factors:

Council's Enterprise Bargaining Agreement (EBA)

Several funded positions, including a Litter Officer, Youth Officer, Skills Partnership Officer and flood recovery positions.

1.3.2 Materials and services (\$2.8 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by \$2.8 million compared to 2011/12.

The decrease in materials and services is primarily due to inflated carry forward flood recovery related costs in 2011/12, including the costs related to the restoration of public assets.

1.3.3 Depreciation and amortisation (\$0.2 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

2. Analysis of budgeted cash position

This section presents the expected cash flows from the operating, investing and financing activities of Council for the 2012/13 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The statement is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

2.1 Budgeted cash flow statement

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Receipts</i>			
Rates and charges	12,727	13,604	877
Grants - operating	11,619	8,220	(3,399)
Grants - capital	13,162	14,957	1,795
Contributions	719	866	147
Interest	449	271	(178)
User fees	2,325	2,330	5
Other	155	152	(3)
	41,156	40,400	(756)
<i>Payments</i>			
Employee benefits	(12,002)	(12,858)	(856)
Other	(14,723)	(11,883)	2,840
	(26,725)	(24,741)	1,984
Net cash provided by operating activities	14,431	15,659	1,228
Cash flows from investing activities			
Proceeds from sales of property, plant & equip	452	362	(90)
Payments for property, plant and equipment	(21,547)	(18,186)	3,361
Net cash used in investing activities	(21,095)	(17,824)	3,271
Cash flows from financing activities			
Proceeds from borrowings	0	1,000	1,000
Repayment of borrowings	(543)	(392)	151
Net cash used in financing activities	(543)	608	1,151
Net decrease in cash and cash equivalents	(7,207)	(1,557)	5,650
Cash and cash equivalents at the beginning of the year	11,276	4,069	(7,207)
Cash and cash equivalents at end of the year	4,069	2,512	(1,557)

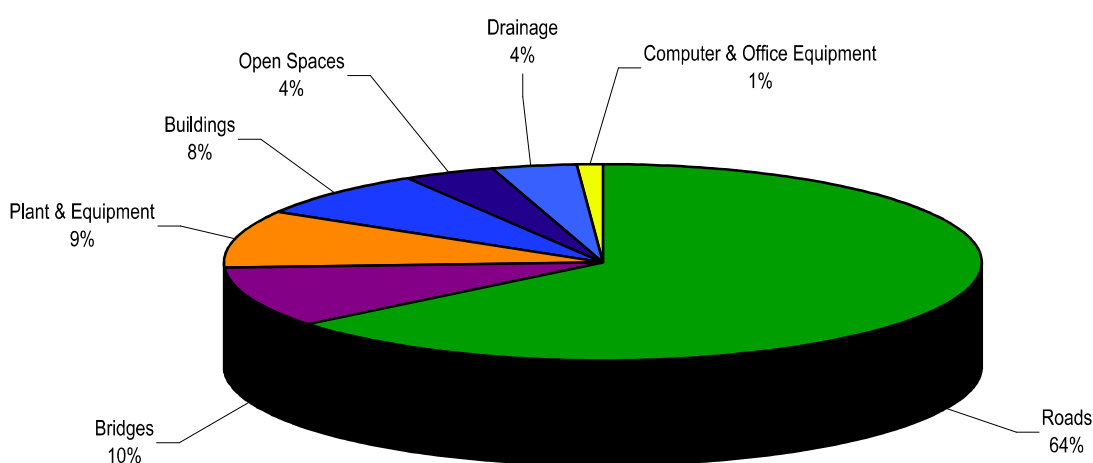
3. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2012/13 year and the sources of funding for the capital budget.

3.1 Capital works

Capital Works Areas	Ref	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Roads	3.1.1	14,571	11,650	(2,921)
Bridges	3.1.2	2,052	1,850	(202)
Plant & Equipment	3.1.3	1,921	1,706	(215)
Buildings	3.1.4	1,090	1,422	332
Open Spaces	3.1.5	1,025	676	(349)
Drainage	3.1.6	642	662	20
Computer & Office Equipment	3.1.7	246	220	(26)
Total capital works		21,547	18,186	(3,361)
Represented by:				
Asset renewal	3.1.8	18,363	16,293	(2,070)
New assets	3.1.8	1,197	348	(849)
Asset expansion/upgrade	3.1.8	1,987	1,545	(442)
Total capital works		21,547	18,186	(3,361)

Budgeted Capital Works 2012/13



A more detailed listing of capital works is included in Appendix C.

3.1.1 Roads (\$11.7 million)

Roads includes local roads, car parks, footpaths, bike paths, kerb & channel and street furniture.

For the 2012/13 year, \$11.7 million will be expended on road projects. This is higher than normal due to flood restoration works estimated at \$8.0 million.

3.1.2 Bridges (\$1.9 million)

Bridges includes major culverts and floodways.

For the 2012/13 year, \$1.9 million will be expended on bridge projects. This is higher than normal due to flood restoration works estimated at \$1.5 million.

3.1.3 Plant & Equipment (\$1.7 million)

Plant & Equipment includes heavy plant and engineering equipment, and motor vehicles.

For the 2012/13 year, \$1.7 million will be expended on plant & equipment, including a new street sweeper.

3.1.4 Buildings (\$1.4 million)

Buildings includes community facilities, municipal offices, sports facilities, pavilions.

For the 2012/13 year, \$1.4 million will be expended on building projects. The more significant projects include the Stawell CBD Linking Project and the Halls Gap Hub.

3.1.5 Open Spaces (\$0.7 million)

Open Spaces includes passive and active reserves and dams.

For the 2012/13 year, \$0.7 million will be expended on open spaces. This includes restoration of North Park running track following flood damage.

3.1.6 Drainage (\$0.7 million)

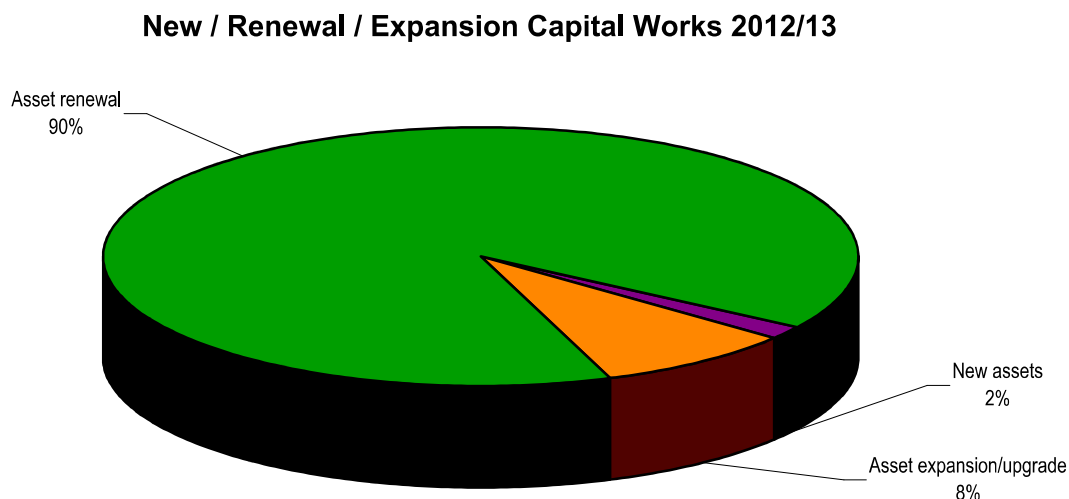
For the 2012/13 year, \$0.7 million will be expended on drainage works. This includes the continuation of the Strengthening Basin Community Project to implement water reuse and recycling options.

3.1.7 Computer & Office Equipment (\$0.2 million)

This program provides for the scheduled replacement of computer equipment and office furniture.

3.1.8 Asset renewal (\$15.1m), new assets (\$1.2m) and expansion/upgrade (\$1.9m)

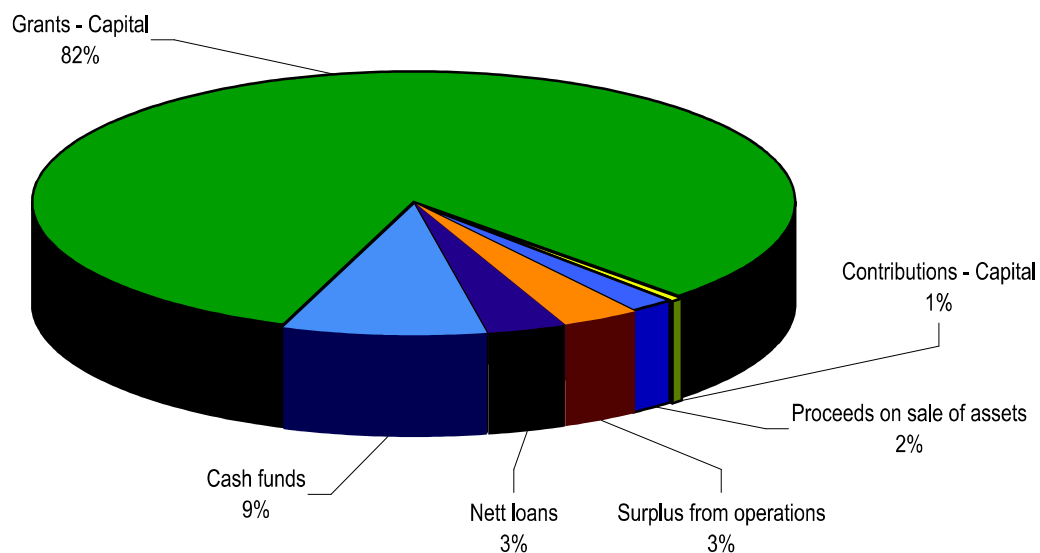
A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.



3.2 Funding sources

Sources of funding	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
External				
Grants - Capital	3.2.1	13,162	14,957	1,795
Contributions - Capital		53	105	52
Proceeds on sale of assets	3.2.2	452	362	(90)
		13,667	15,424	1,757
Internal				
Surplus from operations		1,216	597	(619)
Nett loans		(543)	608	1,151
Cash funds		7,207	1,557	(5,650)
	3.2.3	7,880	2,762	(5,650)
Total capital works		21,547	18,186	(3,893)

Budgeted Capital Funding Sources 2012/13



Source: Appendix A

3.2.1 Grants - Capital (\$15.0 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for the restoration of flood damaged infrastructure, in addition to Roads to Recovery and state allocated funds.

3.2.2 Proceeds from sale of assets (\$0.36 million)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal program, and sales of heavy plant in accordance with the plant renewal program.

3.2.3 Cash funds (\$2.8 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. In addition to this, Council has cash reserves set aside for specific purposes. In 2012/13 reserve funds will be used to part fund the plant replacement program. In 2012/13 it is proposed to borrow \$1 million to fund capital works.

4. Strategic resource plan and key financial indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

4.1 Plan development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2012/13 to 2015/16 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the Plan, is financial sustainability in the medium to

- Maintain existing service levels
- Maintain a capital expenditure program of at least \$5 million per annum
- Achieve a balanced budget on a cash basis.

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

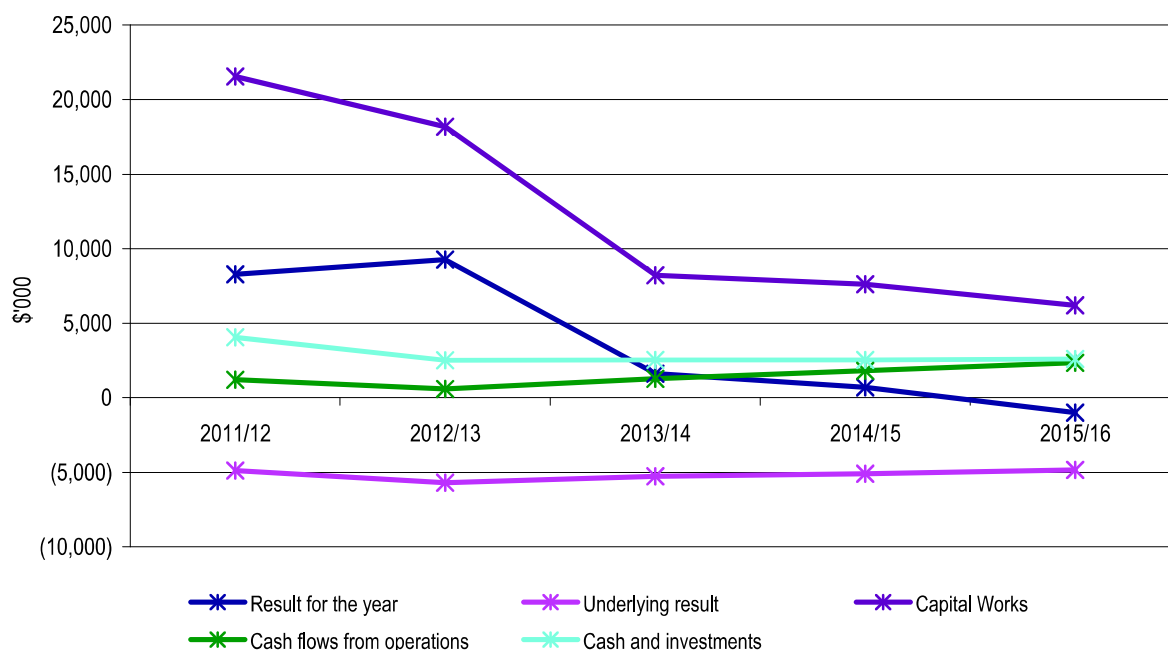
The Plan is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

4.2 Financial resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2012/13 to 2015/16. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Result for the year	8,283	9,265	1,621	688	(992)
Underlying result	(4,879)	(5,692)	(5,269)	(5,100)	(4,842)
Cash and investments	4,069	2,512	2,530	2,528	2,608
Cash flows from operations	1,216	597	1,280	1,816	2,350
Capital grants & contributions	13,215	15,062	6,990	5,788	3,850
Capital works	21,547	18,186	8,216	7,618	6,210

The following graph shows the general financial indicators over the four year period.



The key outcomes of the Plan are as follows:

- **Financial sustainability** - Cash and investments is forecast to remain steady over the four year period, which indicates a balanced budget on a cash basis in each year.
- **Rating strategy** – Modest rate increases are forecast over the four years at an average of 7% in future years.
- **Service delivery strategy** – Service levels have been maintained throughout the four year period. An operating surplus is forecast in 2012/13 as a result of significant capital grant revenue being received to fund the flood recovery and restoration program. However, excluding the effects of non-operating items such as capital contributions, the underlying result is the deficit remaining steady over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off items can often mask the operating result.
- **Borrowing strategy** – Borrowings are forecast to reduce from \$2.8 million to \$1.7 million over the four year period. There are proposed new borrowings of \$1.0 million in 2012/13.
- **Infrastructure strategy** - Capital expenditure over the four year period will total \$40.2 million, including \$10.1 million of capital flood restoration works.

7.3 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

Indicator	Strategic Resource Plan				
	Budget	Budget	Projections		
	2011/12	2012/13	2013/14	2014/15	2015/16
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	12,002	12,858	12,912	13,404	13,803
Full Time Equivalent Employees	180.0	186.9	184.2	183.2	182.6

5. Rating strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

5.1 Strategy development

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 33.7% of the total revenue to be received by Council in 2012/13. (This is lower than normal years, due to increased funding for flood recovery activities.) Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases.

5.2 Current year rate increase

In order to maintain service levels and a strong capital expenditure program, and fund several new initiatives, general rates will increase by 5.5% in 2012/13 raising a total rate revenue of \$11.5 million (\$13.6 million total rates and charges). This total includes the Municipal Charge, which will increase by \$7 per assessment. The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2012.

Year	Rate Increase %	Total Rates Raised \$'000
2011/12	6.5	12,727
2012/13	5.5	13,604
2013/14	7.0	14,555
2014/15	7.0	15,574
2015/16	7.0	16,664

Future rate increases have been set based on the requirement to meet projected cost increases to maintain service levels, however the final decision on the size of future rate increases rests with Council.

5.3 Rating structure

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, which reflect capacity to pay
- User pays component to reflect usage of services provided by Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for farming purposes or recreational and cultural purposes, in order to distribute the rate burden accordingly.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality.

The existing rating structure comprises a general rate and two differential rates (Farm and Recreational & Cultural). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Act. The farming rate is set at 65% of the residential rate and the concession rate for recreational land is set at 58% of the residential rate. Council also has a municipal charge, a kerbside collection charge and a recycling charge as allowed under the Act.

The following table summarises the rates to be determined for the 2012/13 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2011/12	2012/13
General rates	Cents/\$ CIV	0.6402	0.6417
Farm rates	Cents/\$ CIV	0.4161	0.4171
Recreational & Cultural rates	Cents/\$ CIV	0.3713	0.3721
Municipal charge	\$/ property	\$118.00	\$125.00
Kerbside collection charge - 80L	\$/ property	\$168.00	\$194.00
Kerbside collection charge - 120L	\$/ property	\$217.00	\$250.00
Kerbside collection charge - 240L	\$/ property	\$336.00	\$387.00
Recycling charge	\$/ property	\$78.00	\$90.00

5.4 General revaluation of properties

A general revaluation of all properties within the Council's municipal district occurs every two years. (The last general revaluation was carried out as at 1 January, 2010 and took effect on 1 July, 2010.)

During the 2011/12 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January, 2012 for the 2012/13 year. Overall, property valuations across the municipal district have increased by 5.8%. Of this increase, the total valuation of residential properties has increased by 5.7% and farming properties by 7%.

6. Other strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

6.1 Borrowings

In developing the Strategic Resource Plan, borrowings were identified as an important funding source for capital works programs. In the past, Council has borrowed to finance large infrastructure projects.

For the 2012/13 year, Council has decided to take out any new borrowings of \$1 million to fund the capital works & projects program and therefore, after making loan repayments of \$0.39 million, will reduce its total borrowings to \$2.8 million as at 30 June 2013. It is likely that in the longer term, further borrowings will be required to fund future infrastructure initiatives. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2012.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2011/12	0	543	183	2,184
2012/13	1,000	392	148	2,792
2013/14	0	391	195	2,401
2014/15	0	358	169	2,043
2015/16	0	295	144	1,748

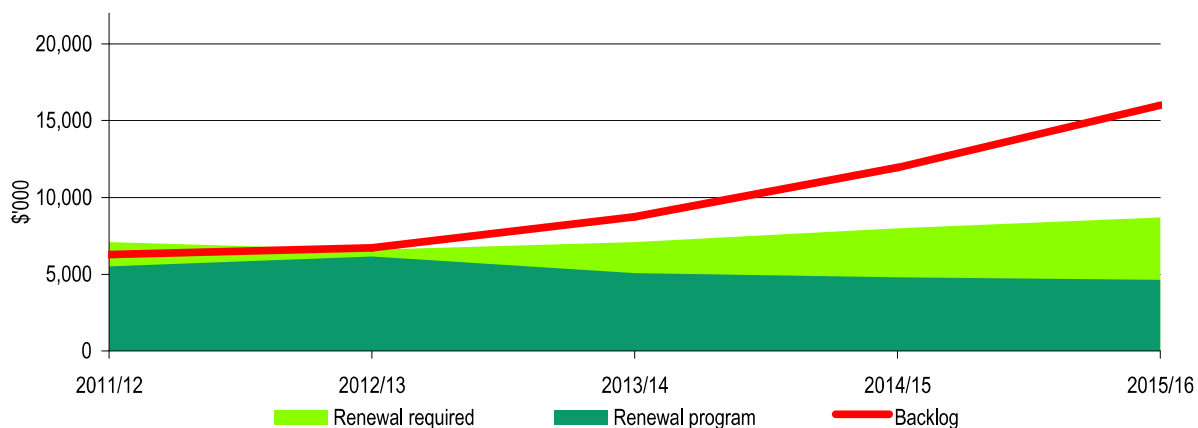
6.2 Infrastructure

The Council has developed an Asset Management Strategy based on the knowledge provided from the various Asset Management Plans, which sets out the capital expenditure requirements of the Council for the next 10 years by class of asset and is a key input to the long term financial plan. It predicts infrastructure consumption and renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions.

A key objective of the Asset Management Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



At present, Council is similar to most rural municipalities in that it is currently unable to fully fund asset renewal requirements identified in the Asset Management Strategy. While the Asset Management Strategy is endeavoring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the five year period was \$7.1 million and \$17.9 million at the end of the period.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Grants & Contributions \$'000	Borrowings \$'000	Asset Sales \$'000	Cash Funds \$'000
2011/12	21,547	13,215	0	452	7,880
2012/13	18,186	15,062	1,000	362	1,762
2013/14	8,216	6,990	0	355	871
2014/15	7,618	5,788	0	370	1,460
2015/16	6,210	3,850	0	385	1,975

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has several cash or investment reserves. Reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. Appendix A includes a Statement of Reserves which is a summary of the investment reserves for the year ending 30 June 2013.

6.3 Service delivery

The key objectives in Council's Strategic Resource Plan which directly impact the future service delivery strategy are to maintain existing service levels while meeting the increasing expectations of the community, and to achieve a breakeven operating result.

Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 6 of this report.

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.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	58
B	Statutory disclosures	64
C	Capital works program	68
D	Key strategic activities	71

Appendix A

Budgeted standard statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2012/13 to 2015/16 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves.

Budgeted Standard Income Statement

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Operating Activities					
Operating Revenue					
Rates & Charges	12,727	13,604	14,555	15,574	16,664
Grants - Capital	13,162	14,957	6,890	5,788	3,850
Grants - Operating	6,638	7,472	7,343	7,570	7,787
Fees & User Charges	2,325	2,330	2,469	2,617	2,774
Contributions - Capital	53	105	100	0	0
Contributions - Operating	641	761	820	739	867
Interest Revenue	299	271	271	271	271
Other Revenue	155	152	157	163	169
Operating Revenue	36,000	39,652	32,605	32,722	32,382
Operating Expenses					
Employee Benefits	11,657	12,523	12,912	13,404	13,803
Materials & Services	9,685	10,512	10,386	10,673	11,330
Depreciation	6,148	6,394	6,650	6,916	7,192
Borrowing Costs	195	148	195	169	144
Other Expenses	812	810	841	872	905
Operating Expenses	28,497	30,387	30,984	32,034	33,374
Flood Operating Activities					
Contributions - Operating	25	0	0	0	0
Interest Revenue	150	0	0	0	0
Operating Grants	4,981	748	0	0	0
Flood Operating Revenue	5,156	748	0	0	0
Employee Benefits	345	335	0	0	0
Materials & Services	4,031	413	0	0	0
Flood Operating Expenses	4,376	748	0	0	0
Surplus (deficit) for the year	8,283	9,265	1,621	688	(992)

Budgeted Standard Balance Sheet

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Current assets					
Cash Assets	3,069	1,511	1,530	1,528	2,608
Receivables	842	842	842	842	842
Inventories	49	49	49	49	49
Prepayments	121	121	121	121	121
Total current assets	4,081	2,523	2,542	2,540	3,620
Non-current assets					
Receivables	124	124	124	124	124
Property, Plant & Equipment	256,061	267,491	268,702	269,034	267,668
Financial Assets	1,000	1,000	1,000	1,000	0
Other	703	703	703	703	703
Total non-current assets	257,888	269,318	270,529	270,861	268,495
Total assets	261,969	271,841	273,071	273,401	272,115
Current liabilities					
Payables	1,355	1,355	1,355	1,355	1,355
Interest Bearing Liabilities	392	391	358	295	318
Employee Benefits	2,406	2,406	2,406	2,406	2,406
Other	99	99	99	99	99
Total current liabilities	4,252	4,251	4,218	4,155	4,178
Non-current liabilities					
Interest Bearing Liabilities	1,792	2,401	2,043	1,748	1,431
Employee Benefits	217	217	217	217	217
Land Improvement Liability	275	275	275	275	275
Total non-current liabilities	2,284	2,893	2,535	2,240	1,923
Total liabilities	6,536	7,144	6,753	6,395	6,101
Net assets	255,433	264,697	266,318	267,006	266,014
Equity					
Accumulated Surplus	126,503	135,955	137,298	138,117	137,182
Asset Revaluation Reserve	127,346	127,346	127,346	127,346	127,346
General Reserves	1,584	1,396	1,674	1,543	1,486
Total equity	255,433	264,697	266,318	267,006	266,014

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000 Inflows (Outflows)	Budget 2012/13 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections 2013/14 \$'000 Inflows (Outflows)			2014/15 \$'000 Inflows (Outflows)	2015/16 \$'000 Inflows (Outflows)
Cash flows from operating activities							
<i>Receipts</i>							
Rates & Charges	12,727	13,604	14,555	15,574	16,664		
Operating Grants	6,638	7,472	7,343	7,570	7,787		
Fees & User Charges	2,325	2,330	2,468	2,617	2,774		
Contributions - Operating	641	761	820	739	867		
Interest Revenue	299	271	271	271	271		
Other Revenue	155	152	157	163	169		
	22,785	24,590	25,614	26,934	28,532		
<i>Payments</i>							
Employee Benefits	(11,657)	(12,523)	(12,912)	(13,404)	(13,803)		
Materials & Services	(9,685)	(10,512)	(10,386)	(10,673)	(11,330)		
Borrowing Costs	(195)	(148)	(195)	(169)	(144)		
Other Expenses	(812)	(810)	(841)	(872)	(905)		
	(22,349)	(23,993)	(24,334)	(25,118)	(26,182)		
Flood Operating Activities							
<i>Receipts</i>							
Contributions - Operating	25	0	0	0	0		
Interest Revenue	150	0	0	0	0		
Operating Grants	4,981	748	0	0	0		
	5,156	748	0	0	0		
<i>Payments</i>							
Employee Benefits	(345)	(335)	0	0	0		
Materials & Services	(4,031)	(413)	0	0	0		
	(4,376)	(748)	0	0	0		
Net cash provided by operating activities	1,216	597	1,280	1,816	2,350		
Cash flows from investing activities							
Capital Expenditure	(8,701)	(8,053)	(8,216)	(7,618)	(6,210)		
Capital Grants	4,512	4,824	6,890	5,788	3,850		
Capital Income	452	362	355	370	385		
Capital Contributions	53	105	100	0	0		
Net cash used in investing activities	(3,684)	(2,762)	(871)	(1,460)	(1,975)		
Cash flows from flood restoration investing activities							
Capital Expenditure	(12,846)	(10,133)	0	0	0		
Capital Grants	8,650	10,133	0	0	0		
Net cash used in flood investing activities	(4,196)	0	0	0	0		
Cash flows from financing activities							
Proceeds from borrowings	0	1,000	0	0	0		
Repayment of borrowings	(543)	(392)	(391)	(358)	(295)		
Net cash provided from financing activities	(543)	608	(391)	(358)	(295)		
Net decrease in cash & cash equivalents	(7,207)	(1,557)	18	(2)	80		
Cash & cash equivalents at beginning of year	11,276	4,069	2,512	2,530	2,528		
Cash & cash equivalents at end of year	4,069	2,512	2,530	2,528	2,608		

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Capital works areas					
Roads	14,571	11,650	4,578	3,453	2,870
Bridges & Culverts	2,052	1,850	250	250	250
Plant And Equipment	1,921	1,706	1,355	1,565	1,480
Buildings	1,090	1,422	1,450	1,705	1,050
Open Spaces	1,025	676	160	0	0
Drainage	642	662	200	200	100
Computer & Office Equipment	246	220	127	137	130
Land & Land Improvements	0	0	96	308	330
Total capital works	21,547	18,186	8,216	7,618	6,210
Represented by:					
Asset renewal	18,363	16,293	5,074	4,798	4,640
New assets	1,197	348	52	82	70
Asset expansion/upgrade	1,987	1,545	3,090	2,738	1,500
Total capital works	21,547	18,186	8,216	7,618	6,210

Reconciliation of net movement in property, plant and equipment

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Total capital works	21,547	18,186	8,216	7,618	6,210
Assets disposed	(452)	(362)	(355)	(370)	(385)
Depreciation	(6,148)	(6,394)	(6,650)	(6,916)	(7,192)
Net movement in property, plant & equipment	14,947	11,430	1,211	332	(1,367)

Budgeted Statement of Investment Reserves

For the four years ending 30 June 2016

	Forecast	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
	Actual		2013/14	2014/15	2015/16
	2011/12 \$'000		\$'000	\$'000	\$'000
Plant Replacement	1,043	783	858	733	703
St Arnaud Cemetery	0	0	0	0	0
Stawell Cemetery - Pleasant Crk	23	9	9	9	9
Gravel Pits Restoration	122	122	122	122	122
Community Loan Reserve	376	182	205	227	250
Heritage Verandah Restoration Reserve	20	20	20	20	20
Waste Management Reserve	0	280	460	432	382
Total reserves	1,584	1,396	1,674	1,543	1,486

Appendix B

Statutory disclosures

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

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

Statutory disclosures

1. Borrowings

	2011/12	2012/13
	\$	\$
New borrowings (other than refinancing)	-	1,000,000
Debt redemption	543,000	392,000

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2011/12 cents/\$CIV	2012/13 cents/\$CIV
General rate for rateable residential properties	0.6402	0.6417
General rate for rateable industrial properties	0.6402	0.6417
General rate for rateable commercial properties	0.6402	0.6417
General rate for rateable farming properties	0.4161	0.4171
Rate concession for rateable recreational properties	0.3713	0.3721

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2011/12 \$	2012/13 \$
Residential	5,734,700	6,091,100
Industrial	60,000	60,900
Commercial	905,100	913,700
Farming	3,179,800	3,408,300
Recreational	10,600	12,100

2.3 The estimated total amount to be raised by rates

	2011/12 \$	2012/13 \$
Total rates to be raised	9,890,200	10,486,100

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2011/12 Change %	2012/13 Change %
Residential	6.5	0.2
Industrial	6.5	0.2
Commercial	6.5	0.2
Farming	6.5	0.2
Recreational	6.5	0.2

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of Property	2011/12 \$	2012/13 \$
Residential	6,273	6,312
Industrial	48	48
Commercial	512	509
Farming	2,324	2,326
Recreational	7	8
Total number of assessments	9,164	9,203

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

2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year

Type of Property	2011/12 \$	2012/13 \$
Residential	898,037,600	949,258,600
Industrial	9,550,000	9,498,000
Commercial	141,296,900	142,389,000
Farming	763,813,000	817,201,000
Recreational	2,863,200	3,254,200
Total	1,815,560,700	1,921,600,800

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2011/12 \$	Per Rateable Property 2012/13 \$
Municipal	118.00	125.00
Kerbside collection 80 litre	168.00	194.00
Kerbside collection 120 litre	217.00	250.00
Kerbside collection 240 litre	336.00	387.00
Recycling	78.00	90.00

2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	2011/12 \$	2012/13 \$
Municipal	928,700	988,100
Kerbside collection	1,441,000	1,665,200
Recycling	399,400	464,700
Total	2,769,100	3,118,000

2.10 The estimated total amount to be raised by rates and charges:

	2011/12 \$	2012/13 \$
Rates revenue	9,890,200	10,486,100
Charges revenue	2,769,100	3,118,000
Total	12,659,300	13,604,100

2.11 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);
- 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 farming land and vice versa.

3. Differential rates

3.1 Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 100% (0.6417 cents in the dollar of CIV) for all rateable properties; and
- A farm rate of 65% (0.4171 cents in the dollar of CIV) for all rateable farm properties; and
- A general rate of 58% (0.3721 cents in the dollar of CIV) for all rateable recreational properties.

Each differential 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.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

3.2 General Rate Land

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

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

3.3 Farm Rate Land

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

- is 2 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.

In addition the Act clearly states that the property must be used by a business that has a significant and commercial purpose or character and seeks to make a profit on a continuous or repetitive basis from its activities on the land, and that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land.

Council's Farm Rate Differential Policy further states that some farm land could not be used as a substantial commercial purpose on small holdings and specifies property sizes for some types of farm activities.

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.

3.4 Recreation & Cultural Rate Land

Recreational & Cultural Rate Land is any rateable land which:

- is within the Shire and eligible in accordance with the Cultural and Recreational Lands Act 1963.

Appendix C

Capital works program

This appendix presents a listing of the capital works projects that will be undertaken for the 2012/13 year.

The capital works projects are grouped by class and include the following:

- New Capital Works for 2012/13
- Non Capital Projects for 2012/13.

Capital works program

For the year ending 30 June 2013

Project Name	Project Cost	Grants	Other Contributions	Sale of Assets	Loans	Rate Revenue/ Transfer from Reserves
Buildings						
Linking Stawell Project	510	373				137
Halls Gap Community & Tourism Hub	500	500				
St Arnaud Children's Precinct	300	300				
Library Fit-out Stawell & St Arnaud	42	30				12
Stawell Caravan Park Improvements	30					30
Community Access Plan Implementation	20					20
Energy Efficiency in Buildings	20					20
	\$1,422	\$1,203	\$0	\$0	\$0	\$219
Bridge & Major Culvert						
Bridge & Major Culverts (Flood Restoration)	1,500	1,500				
Bridge Renewal Program	250	230				20
Major Culvert Renewal Program	100	100				
	\$1,850	\$1,830	\$0	\$0	\$0	\$20
Computer & Office Equipment						
IT Hardware Replacement Program	82					82
Network Equipment	51					51
Predictive Asset Modelling Software	31					31
Furniture & Equipment	17					17
Dial before you Dig Software	15					15
St Arnaud Telephone System	12					12
Digital Cinema Projector	12					12
	\$220	\$0	\$0	\$0	\$0	\$220
Open Space						
North Park Running Track (Flood Restoration)	600	600				
Navarre Recreation Reserve Dam (Flood Restoration)	33	33				
Central Park Safety Net	28	23	5			
Taylors Gully Shade	15	15				
	\$676	\$671	\$5	\$0	\$0	\$0
Plant & Equipment						
Heavy Plant	1,040			80	265	695
Light Vehicle Fleet	616			282		334
Minor Plant Replacement	50					50
	\$1,706	\$0	\$0	\$362	\$265	\$1,079
Drainage Program						
Drainage Program	380					380
Strengthening Basin Community Program Stage 2	282	237				45
	\$662	\$237	\$0	\$0	\$0	\$425

Capital works program

For the year ending 30 June 2013

Project Name	Project Cost	Grants	Other Contributions	Sale of Assets	Loans	Rate Revenue/ Transfer from Reserves
Roads						
Roads & Street Networks (Flood Restoration)	8,000	8,000				
Resheeting Program	850	850				
Stawell Aerodrome Upgrade Stage 3	665	565				100
Final Seal Program	500	439				61
Resealing Program	395	395				
Major Rural Roads Program	275	175	100			
Rehabilitation Program	275	275				
Footpaths Program	270	187				83
St Arnaud Streetscape	130	130				
Special Charge Scheme	85					85
Rural & Residential Program	55					55
B Double Route Upgrade	50					50
Town Street Sealing Program	40					40
Urban Rd Improvement Program	35					35
St Arnaud Works Depot Maintenance	25					25
	\$11,650	\$11,016	\$100	\$0	\$0	\$534
TOTAL CAPITAL WORKS	\$18,186	\$14,957	\$105	\$362	\$265	\$2,497
Major Projects						
Kerbside Waste & Recycling Bin Replacements	735				735	
Beautification of Town Entrance Stawell	160	150	10			
Stawell Golf Club Synthetic Surface	64	10	54			
OTR Fit Out	60					60
General Project Management	50					50
Playground Upgrades	30					30
Halls Gap Weather Station	17	15				2
Community Plan Projects	15					15
Rural Town Signs	5					5
St Arnaud Entrance Signage	5					5
Transfer Station Rehabilitation	4					4
	\$1,145	\$175	\$64	\$0	\$735	\$171
TOTAL CAPITAL WORKS & PROJECTS	\$19,331	\$15,132	\$169	\$362	\$1,000	\$2,668

Appendix D - Key Strategic Activities

The Key Strategic Activities (KSA) detailed below are derived from the Council Plan summarised in Section 2. The KSA's, their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Local Government Act 1989. The Annual Report for 2012/13 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

Strategic Activity	Performance Measure	Performance Target
Develop and implement a business plan for children's services to ensure Council is delivering effective and efficient services to the community	Time: Develop Business Plan for Children's Services within timeframe	June 2013
	Quality: Identify efficiencies to be targeted for action	≥ 3
Strategic Activity	Performance Measure	Performance Target
Complete Capital Works Program to ensure assets are provided and maintained at an appropriate level	Quantity: The proportion of forecasted capital works projects completed at the conclusion of the financial year	≥ 90%
	Cost: Proportion of capital works completed within forecast	≥ 90%
Strategic Activity	Performance Measure	Performance Target
Develop and implement industry sector plans in order to maximise the economic benefits for our community and the region	Time: Develop an industry sector plan for the mining sector within timeframe	June 2013
	Quantity: Commence implementation of key strategies identified in the sector plan	≥ 3
Strategic Activity	Performance Measure	Performance Target
Develop IT Strategy	Time: Develop IT Strategy within timeframe	June 2013
	Quality: Identify efficiencies to be targeted for action	≥ 3
	Cost: Complete IT Strategy review within budget	



Council Office Locations

Customer Service Centres are open
Monday to Friday between 8.15am
and 4.45pm.

Stawell

Town Hall, Main Street, Stawell
Victoria 3380

St Arnaud

Napier Street, St Arnaud
Victoria, 3478

Visitor Information Centres

Stawell: Freecall 1800 330 080
St Arnaud: Freecall 1800 014 455
Halls Gap: Freecall 1800 065 599

Emergency After Hours (All Areas)

Phone: (03) 5358 8700

Postal Address

PO Box 580, Stawell Victoria 3380
Phone: (03) 5358 8700
Fax: (03) 5358 4151
Email: ngshire@ngshire.vic.gov.au
Website: www.ngshire.vic.gov.au