

2017-21 (Updated 2019)



NORTHERN GRAMPIANS SHIRE COUNCIL

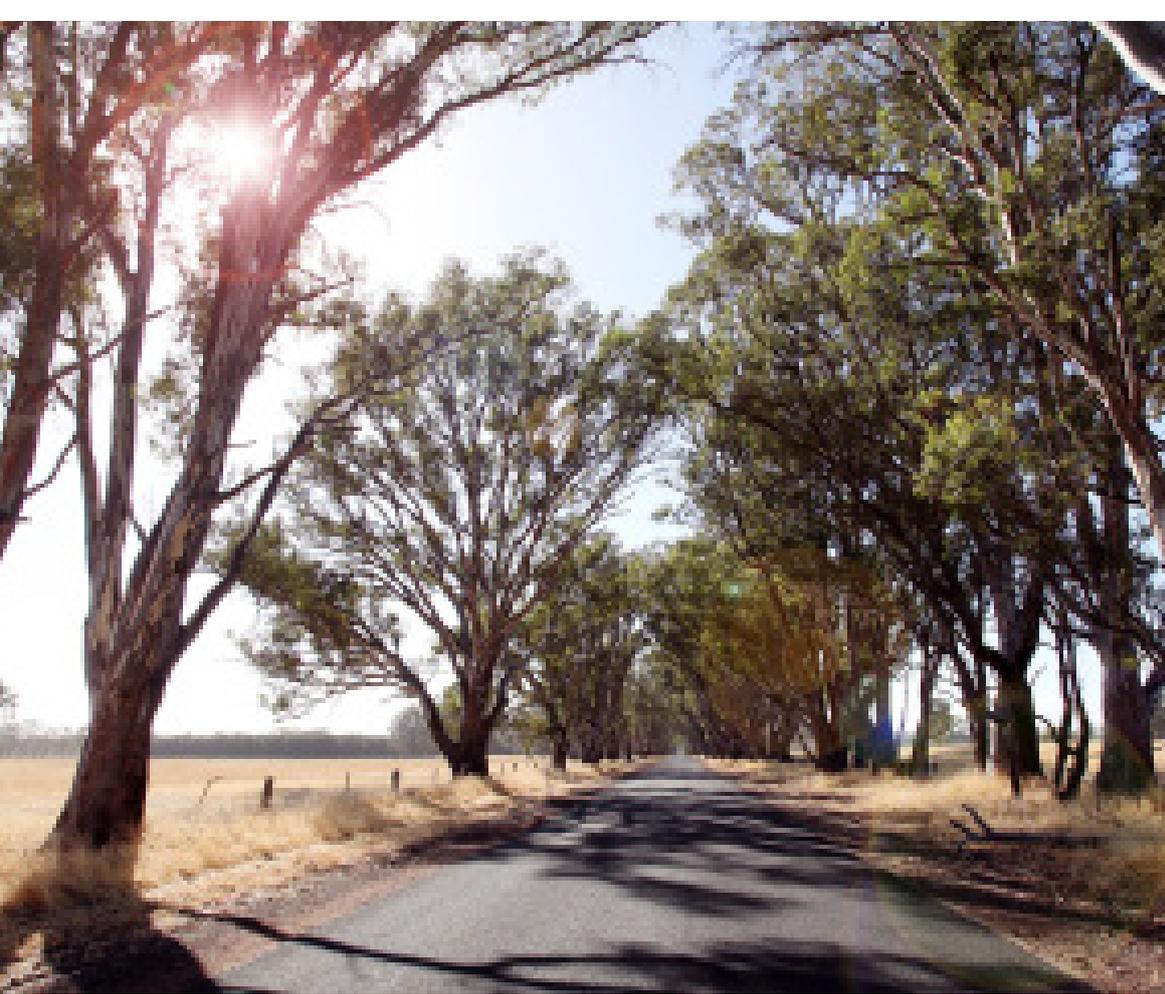
COUNCIL PLAN

2017-2021

(Updated 2019)



LIVE-WORK-INVEST-VISIT



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YOUR COUNCIL

KARA KARA WARD



Cr Tony Driscoll



Cr Merrilee Reid

SOUTH WEST WARD



Cr Jason Hosemans

CENTRAL WARD



Cr Kevin Erwin

STAWELL WARD



Cr Murray Emerson



Cr Karen Hyslop



Cr Rob Haswell

OUR SHIRE AT A GLANCE



Possessing some of the world's most spectacular natural scenery and a rich golden heritage, the Northern Grampians Shire has established an exceptional reputation as an ideal place to live, work, invest and visit.

Location: Located in the picturesque Grampians region of Victoria, the shire covers almost 6,000 square kilometres and services the major towns and villages of Stawell, St Arnaud, Great Western, Halls Gap, Navarre, Glenorchy, Marnoo and Stuart Mill.

National Parks: The Grampians National Park is one of Victoria's most iconic holiday destinations, attracting more than 1.5 million visitors each year. Renowned for its breathtaking views and unspoilt nature, the area is a noted rock climbing destination, popular among campers and bushwalkers. Declared in 1884, the 168,000 hectare park is rich in Aboriginal culture, European heritage and stunning wildflower displays. It is also home to almost a third of the state's plant species and an abundance of wildlife. The Kara Kara National Park spans 13,900 hectares of predominantly steep terrain and allows visitors to experience what the forests were like before the gold rushes. The park has one of the largest intact areas of Box-Ironbark vegetation and encompasses the former Kara Kara State Park and much

of the St Arnaud Range State Forest.

Industry: The shire's economy is based on manufacturing, agriculture, tourism and wine production. The two main centres of Stawell and St Arnaud supply and service agricultural machinery and are home to industries including brick, steel fabrication and meat production.

QUICK STATS

Area - Approximately 5,918 square kilometres

Population - 11,471 (Estimated Resident Population June 2016)

Road Length - 3,408km of local roads

Rateable Properties - 9,273

Rates and Charges Revenue- \$16.8 million
Total Revenue (inc flood restoration grants) - \$40.7 million

Industry - There are more than 700 businesses operating in the shire, with major activity based in the thriving tourism, manufacturing and agricultural industries.

Major Attractions - Stawell Easter Gift Festival, Grampians Grape Escape, Festival of St Arnaud, St Arnaud Country Music Festival, Great Western Rodeo, Stawell Gold Cup, St Arnaud Cup, Great Western Cup, Halls Gap Cup, Run the Gap, St Arnaud Rodeo, Grampians Music Festival, Stawell Gift Hall of Fame

COUNCIL PLAN 2017-2021 (Updated 2019)

MESSAGE FROM THE MAYOR

Northern Grampians Shire Council is pleased to present the 2017-2021 Council Plan to its communities. This plan is a road-map for the future direction of our Council, and will be used to lay the foundations for what Council hopes is a sustainable and prosperous future for our region.

Councillors have identified and analysed four key factors which they believe are integral to the ongoing progression of the Shire, along with accompanying indicators which will assist in determining that future. However, Council acknowledges that it must make some crucial decisions within this timeframe in order to address issues which confront many small rural shires around the state.

In 2015/16, Northern Grampians Shire Council was one of 19 small shires identified as being unsustainable in the Victorian Auditor General's Office audit of Local Government. This is a significant issue for our Shire, and one which Council is committed to confronting head-on. Already, plans are in place to advocate for increased funding from both State and Federal Government, to continue playing a crucial role in boosting local productivity and to present a compelling case for the establishment of new businesses and the relocation of existing economic prospects.

With increased investment in our region comes new jobs, new residents and an increased rate base, which will alleviate the financial pressure placed upon us all by the introduction of the State Government's rate capping measures and the freezing of Federal Government funding. This will be achieved by the implementation of our carefully structured economic development plan, the success of which is already apparent in the establishment of projects such as the Nectar Farms Hydroponic project and the Stawell Underground Physics Laboratory.

Most importantly, however, Council wants to hear from you, the people who live in our shire, and who form the community which Council represents. During the next few years, Council is committed to engaging with the local community in order to help shape the future of this region, via increased opportunities for the public to assist in and determine the manner in which we progress. We are a unified, resilient community, and I have no doubt that with your input, the path we are on will lead to a brighter, more sustainable future for the Northern Grampians Shire.



*Cr Tony Driscoll
Mayor, 2016/17*

BY 2021, COUNCIL AIMS TO...

**ENHANCE LIFESTYLES AND
COMMUNITY**



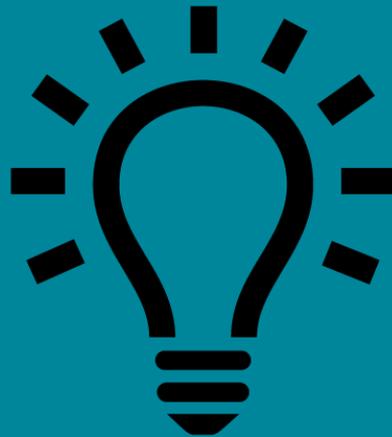
BOOST ECONOMIC GROWTH



**PROVIDE SUSTAINABLE
INFRASTRUCTURE**



**IMPROVE ORGANISATIONAL
EFFECTIVENESS**



COUNCIL PLAN GOALS

Goal: Enhance Lifestyle and Community



Build Community Pride

Work with community to establish precinct plans for each of our communities.



Maximising the benefits of predicted population growth

Ensure opportunities for job seekers to reside within the Council are provided.



Advocacy for increased education and training opportunities

- Education is a key advocacy piece at each advocacy opportunity.

- Seek funding to enhance the Stawell and St Arnaud Learning Alliances.



Promotion of the key livability aspects of our region

Adopt and implement a Northern Grampians Shire Council Branding Strategy.



Develop spaces that encourage activity and participation

- Deliver projects that are inviting and what the community is seeking.

- Continue the support for recreation water provision across the Shire.

- Continued development on integrated and consolidated shared use paths.



Being an open, friendly and welcoming community

- Support and deliver the OPAN (opportunities, Pyrenees, Ararat & Northern Grampian) project.

- Encourage and support migration to fill job vacancies across the region.



Develop events and programs that encourage participation in community life

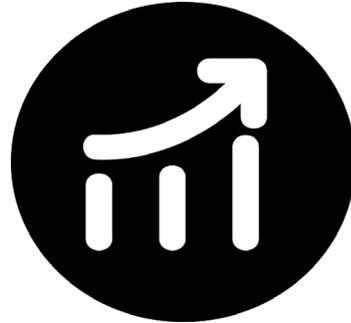
Implementation of the Municipal Public Health and Wellbeing Plan.

Goal: Boost Economic Growth



Provide support to existing business to assist with long term sustainability

- Implementation of Retail Dr. report.
- Implementation of Sector Plans.



Promotion of key assets aligned to the opportunity to invest in the Northern Grampians Shire

Adopt and implement a Northern Grampians Shire Council branding strategy.



Secure new business and increase the workforce

- Support and deliver OPAN.
- Provide incentives to secure new business to the Council.



Prepare our community for the employment transition into the future

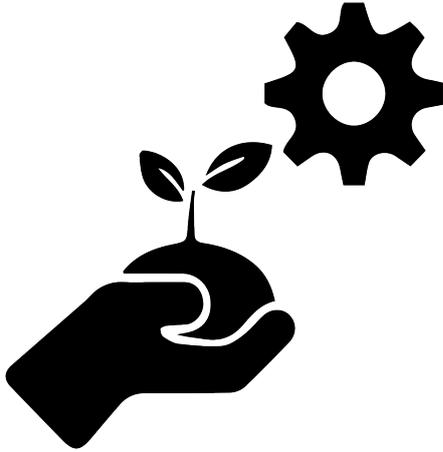
Work with education providers, job readiness providers and community to outline the skills and qualifications for the jobs expected over the next five years.



Advocate for regional development

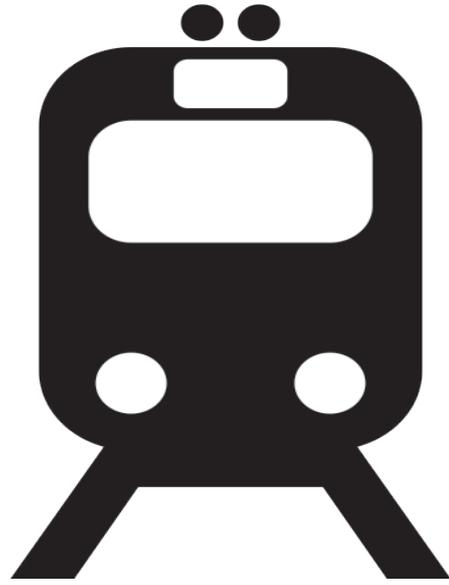
Government support for regional development is a key advocacy piece at each advocacy opportunity.

Goal: Provide Sustainable Infrastructure



Enhance the natural and built environment to improve lifestyles and visitation

- Maintain funding and resourcing to ensure expected levels of service are met.
- Ensure 90% of capital and maintenance budget is delivered in each financial year.



Advocate for better transport links for the region

Continue to advocate for Western Highway duplication, Western Rail, First mile-last mile funding.



Advocate for better telecommunication for the region

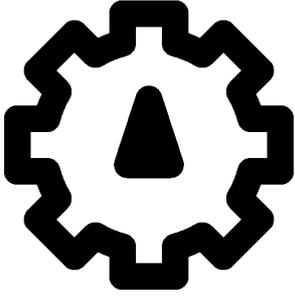
- Advocate for continued mobile blackspot funding programs.
- Submit blackspot locations to each round of blackspot funding programs.



Advocate for State and Federal Government investment in new and existing infrastructure

Continue to highlight the need for State and Federal funding to support the required standards of infrastructure.

Goal: Improve Organisational Effectiveness



Streamline processes to reduce red tape and increase efficiency

- Review and optimise software.
- Identify, design and implement process improvements.
- Review and optimisation of communication systems.



Review all services to improve organisational efficiencies

Undertake all remaining service reviews



Improve transparency and public information

Provide short summarised information on Council happenings using a variety of mediums.



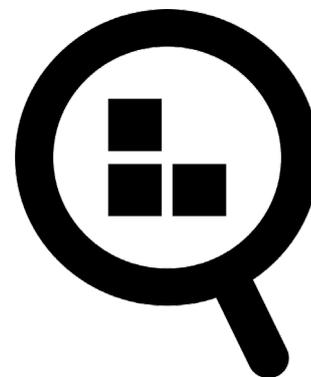
Where possible partner with other Local Governments to reduce the operating cost of Council

Develop operational plans that implement a shared services approach.



Be more customer focused by developing a plan to improve community interactions with Council

Implement processes that respond to how customers want to interact with Council.



Ensure our Governance and compliance requirements are continually met

Ensure compliance with all Acts and Regulations relevant to Council.

NORTHERN GRAMPIANS SHIRE COUNCIL

2017-2021

STRATEGIC RESOURCE PLAN



STRATEGIC RESOURCE PLAN

STRATEGIC RESOURCE PLAN
2017-2021 (Updated 2019)



The Strategic Resource Plan (SRP) outlines the resources, both financial and non financial, required to enable the Council Plan. The purpose of the SRP is to maintain Council's financial viability over the medium and long term by:

- establishing and reviewing a long term financial plan,
- providing key strategic directions to inform Council's financial decisions, and
- establishing sound financial management principles.

GENERAL FINANCIAL PRINCIPLES

SUSTAINABLE BUDGETING PRINCIPLE

Council will implement a sustainable financial strategy that:

- caters for short and long term
- factors in community expectations

- is linked to the Council Plan
- is committed to achieving an annual surplus to contribute to capital projects.

CASH MANAGEMENT PRINCIPLE

Council will manage cash to ensure sufficient levels to meet its requirements and will:

- aim to maintain a minimum cash balance of 20% above the sum of current deposits and current interest bearing liabilities, plus the amount of reserve funds as determined appropriate
- maintain sufficient cash to avoid overdraft interest.

REVENUE PRINCIPLES

RATES AND CHARGES REVENUE PRINCIPLE

Council will:

- review rates annually following the announcement of the rate cap set by the Minister
- consider making an application for a higher cap should there not be sufficient income to fund the:
 - Council Plan
 - Long Term Financial Plan
 - to meet current expenditure commitments.

Differential rating should be applied as equitably as is practical and will comply with the Ministerial Guidelines for Differential Rating.

Where it is possible to identify the direct benefit of a service, charges should reflect the cost of the service to help reduce rates subsidies.

Council will consider pricing and contracts to deliver waste services that:

- reduce waste to landfill
- increase reuse of resources through recycling and avoidance initiatives
- encourage community understanding of waste management
- are in line with legislative requirements and best practices
- are cost neutral through appropriate fees and charges and rating strategies.

USER FEES PRINCIPLE

Council will set fees and charges having regard for:

- pricing principles (profit, break even, subsidy)
- marketplace competition
- users capacity to pay
- equity between services
- community service benefit
- benchmarking of similar services.

Costs will include:

- overheads
- identification of service subsidy.

Council will:

- increase fees based on cost increases
- consider pricing to encourage behaviour changes
- advocate for statutory fees not governed by Council to be increased appropriately.

GRANT REVENUE PRINCIPLE

- Council supports funding from other levels of government and will seek to maximise all appropriate external funding opportunities.
- Council opposes cost shifting, and where cost shifting occurs Council will communicate to its community the impact of these cost impositions.
- Council will only accept external funding if consistent with the Council Plan.
- Council will avoid distortion of priorities due to the availability of external funding.
- Funds received from other levels of government would be expected to meet full direct and indirect costs.
- Where Council chooses to subsidise a funded service the contribution should not outweigh the community benefit.

BORROWING PRINCIPLE

- Borrowing will not be used to fund ongoing operations.
- Where possible debt will be increased only to the extent that: the costs savings are realised from investment in capital debt servicing costs are funded from future revenue streams.
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- Council will maintain its debt at levels which are sustainable, with: indebtedness <60% of rate and charges revenue debt servicing cost <5% of total revenue (excluding capital revenue).

ASSET MANAGEMENT PRINCIPLES

Council will acquire and dispose of assets in the best interests of the community.

ASSET RATIONALISATION PRINCIPLE

When disposals occur Council will ensure that:

- there is clear Council or community need
- a thorough community and financial assessment is undertaken sales of property will not be used to fund operational expenditure.

Council will ensure that regular review of asset rationalisation is conducted.

ASSET RENEWAL PRINCIPLE

Council will provide well maintained community assets that are:

- fit for purpose
- provide best possible community benefit within the financial capacity of the Council.

Council will provide for ongoing asset maintenance and renewal for existing assets by:

- basing maintenance and renewal on condition rating and interventions set by asset

management strategies

- anticipating and managing risks of asset failure
- committing to increasing expenditure on renewal to sustainably manage assets
- ensuring appropriate expenditure is provided for compliance and safety regulations.

NEW ASSET PRINCIPLE

Council will ensure that community has access to infrastructure that meets its needs with regards to current and future needs.

Construction and acquisition of new assets must:

- remain within the limitation of Council's financial and resource capabilities
- provide clear tangible benefits
- consider both current and future generations
- consider asset substitution as a source of funding new assets
- consider consolidation of services where appropriate
- undertake financial analysis with regard to resultant additional operational maintenance and renewal costs.



SERVICE DELIVERY PRINCIPLES

EXPENDITURE REVIEW PRINCIPLE

Council will review levels of expenditure.

Ongoing service reviews will assess service in accordance with:

- a demonstrated community need
- stakeholder views
- access, equity of need and benefit to the community
- community expectation of service level and quality
- legislative imperatives
- identification of alternative providers, both public and private

- Council's capacity to provide the service
- availability of Victorian or Australian Government funding
- other budget priorities.

Comprehensive Income Statement

For the four years ended 30 June 2023

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Income				
Rates and charges	18,110	18,417	18,729	19,048
Statutory fees and fines	320	327	333	340
User fees	1,811	1,851	1,891	1,933
Grants - operating	5,564	9,687	9,714	9,924
Grants - capital	7,598	3,896	2,996	2,461
Contributions - monetary	117	119	122	124
Contributions - non monetary	180	355	-	35
Other income	705	720	736	1,752
Total income	34,405	35,372	34,521	35,617
Expenses				
Employee costs	(14,235)	(14,520)	(14,808)	(15,104)
Materials and services	(9,576)	(9,424)	(9,933)	(9,928)
Depreciation and amortisation	(9,467)	(9,656)	(9,850)	(10,047)
Borrowing costs	(111)	(102)	(72)	(43)
Other expenses	(1,647)	(1,680)	(1,713)	(1,748)
Total expenses	(35,036)	(35,382)	(36,376)	(36,870)
Surplus/(deficit) for the year	(631)	(10)	(1,855)	(1,253)
Total comprehensive result	(631)	(10)	(1,855)	(1,253)

Balance Sheet

For the four years ended 30 June 2023

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Assets				
Current assets				
Cash and cash equivalents	10,299	8,535	6,961	8,161
Trade and other receivables	1,374	1,318	1,311	1,311
Inventories	42	42	42	42
Other assets	30	30	30	30
Total current assets	11,745	9,925	8,344	9,544
Non-current assets				
Trade and other receivables	9	-	-	-
Investments in associates	970	970	970	970
Property, infrastructure, plant and equipment	427,122	428,722	427,357	424,806
Total non-current assets	428,101	429,692	428,327	425,776
Total assets	439,846	439,617	436,671	435,320
Liabilities				
Current liabilities				
Trade and other payables	1,122	1,122	1,122	1,122
Trust funds and deposits	6	6	6	6
Provisions	3,308	3,308	3,308	3,308
Interest-bearing loans and borrowings	475	1,348	354	257
Total current liabilities	4,911	5,784	4,790	4,693
Non-current liabilities				
Provisions	305	305	305	305
Interest-bearing loans and borrowings	2,189	1,097	1,000	1,000
Land improvement liability	72	72	72	72
Total non-current liabilities	2,566	1,474	1,377	1,377
Total liabilities	7,477	7,258	6,167	6,070
Net assets	432,369	432,359	430,504	429,250
Equity				
Accumulated surplus	136,144	136,590	134,000	133,260
Reserves	296,225	295,769	296,504	295,990
Total Equity	432,369	432,359	430,504	429,250

Statement of Changes in Equity

For the four years ended 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20				
Balance at beginning of the financial year	433,000	137,776	291,342	3,882
Surplus/(deficit) for the year	(631)	(631)	-	-
Transfers to other reserves	-	(997)	-	997
Balance at end of the financial year*	432,369	136,148	291,342	4,879

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020/21				
Balance at beginning of the financial year	432,369	136,148	291,342	4,879
Surplus/(deficit) for the year	(10)	(10)	-	-
Transfers from other reserves	-	1,158	-	(1,158)
Transfers to other reserves	-	(702)	-	702
Balance at end of the financial year*	432,359	136,594	291,342	4,423

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021/22				
Balance at beginning of the financial year	432,359	136,594	291,342	4,423
Surplus/(deficit) for the year	(1,855)	(1,855)	-	-
Transfers to other reserves	-	(735)	-	735
Balance at end of the financial year*	430,504	134,004	291,342	5,158

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022/23				
Balance at beginning of the financial year	430,504	134,004	291,342	5,158
Surplus/(deficit) for the year	(1,253)	(1,253)	-	-
Transfers from other reserves	-	663	-	(663)
Transfers to other reserves	-	(150)	-	150
Balance at end of the financial year*	429,251	133,264	291,342	4,645

*Total equity may not balance to the Balance Sheet due to rounding

Statement of Cash Flows

For the four years ended 30 June 2023

	2019/20 Inflows/ (Outflows) \$'000	2020/21 Inflows/ (Outflows) \$'000	2021/22 Inflows/ (Outflows) \$'000	2022/23 Inflows/ (Outflows) \$'000
Cash flows from operating activities				
Rates and charges	18,110	18,417	18,729	19,048
Statutory fees and fines	320	327	333	340
User fees	1,811	1,851	1,891	1,933
Grants - operating	5,564	9,687	9,714	9,924
Grants - capital	7,598	3,896	2,996	2,461
Contributions - monetary	117	119	122	124
Interest received	209	213	217	222
Other receipts	496	507	519	1,530
Employee costs	(14,234)	(14,521)	(14,809)	(15,105)
Materials and services	(9,576)	(9,421)	(9,933)	(9,928)
Other payments	(1,647)	(1,680)	(1,713)	(1,748)
	8,768	9,395	8,066	8,801
Net cash provided by/(used in) operating activities	8,768	9,395	8,066	8,801
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(16,158)	(11,412)	(8,525)	(7,581)
Proceeds from sale of property, infrastructure, plant and	63	155	40	85
Capital contributions	180	355	-	35
Payments of loans and advances	41	63	9	-
	(15,874)	(10,839)	(8,476)	(7,461)
Net cash provided by/(used in) investing activities	(15,874)	(10,839)	(8,476)	(7,461)
Cash flows from financing activities				
Finance costs	(111)	(102)	(72)	(43)
Repayment of borrowings	(210)	(218)	(1,092)	(97)
Net cash provided by/(used in) financing activities	(321)	(320)	(1,164)	(140)
Net increase (decrease) in cash and cash equivalents	(7,427)	(1,764)	(1,574)	1,200
Cash and cash equivalents at the beginning of the financial year	17,726	10,299	8,535	6,961
Cash and cash equivalents at the end of the financial year	10,299	8,535	6,961	8,161

Statement of Capital Works

For the four years ended 30 June 2023

	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property				
Buildings	500	1,875	1,755	1,325
Total property	500	1,875	1,755	1,325
Plant and equipment				
Plant, machinery and equipment	715	720	700	736
Total plant and equipment	715	720	700	736
Infrastructure				
Roads	9,658	5,060	5,145	5,370
Parks, open space and streetscapes	5,285	3,757	925	150
Total infrastructure	14,943	8,817	6,070	5,520
Total capital works expenditure	16,158	11,412	8,525	7,581
Represented by:				
New asset expenditure	2,790	1,057	925	50
Asset renewal expenditure	8,689	6,395	4,540	4,741
Asset expansion expenditure	-	-	-	100
Asset upgrade expenditure	4,679	3,960	3,060	2,690
Total capital works expenditure	16,158	11,412	8,525	7,581
Funding sources represented by:				
Grants	7,598	3,896	2,996	2,461
Contributions	180	355	-	35
Council Cash	8,380	7,161	5,529	5,085
Total capital works expenditure	16,158	11,412	8,525	7,581

Other Information

For the four years ended 30 June 2023

1. Summary of planned capital works expenditure

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2019/20										
Property										
Buildings	500	-	200	-	300	500	205	-	295	-
Total property	500	-	200	-	300	500	205	-	295	-
Plant and equipment										
Plant, machinery and equipment	715	-	715	-	-	715	-	-	715	-
Total plant and equipment	715	-	715	-	-	715	-	-	715	-
Infrastructure										
Roads	7,523	-	4,054	-	3,469	7,523	4,511	-	3,012	-
Bridges	1,873	-	1,873	-	-	1,873	1,247	-	626	-
Footpaths	132	-	132	-	-	132	-	-	132	-
Drainage	130	-	-	-	130	130	-	-	130	-
Parks, open space and streetscapes	5,285	2,790	1,715	-	780	5,285	1,635	180	3,470	-
Total infrastructure	14,943	2,790	7,774	-	4,379	14,943	7,393	180	7,370	-
Total capital works expenditure	16,158	2,790	8,689	-	4,679	16,158	7,598	180	8,380	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2020/21										
Property										
Buildings	1,875	-	25	-	1,850	1,875	700	200	975	-
Total property	1,875	-	25	-	1,850	1,875	700	200	975	-
Plant and equipment										
Plant, machinery and equipment	720	-	720	-	-	720	-	-	720	-
Total plant and equipment	720	-	720	-	-	720	-	-	720	-
Infrastructure										
Roads	4,100	-	2,920	-	1,180	4,100	1,536	-	2,564	-
Bridges	700	-	700	-	-	700	150	-	550	-
Footpaths	130	-	130	-	-	130	10	-	120	-
Drainage	130	-	-	-	130	130	-	-	130	-
Parks, open space and streetscapes	3,757	1,057	1,900	-	800	3,757	1,500	155	2,102	-
Total infrastructure	8,817	1,057	5,650	-	2,110	8,817	3,196	155	5,466	-
Total capital works expenditure	11,412	1,057	6,395	-	3,960	11,412	3,896	355	7,161	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2021/22										
Property										
Buildings	1,755	-	25	-	1,730	1,755	500	-	1,255	-
Total property	1,755	-	25	-	1,730	1,755	500	-	1,255	-
Plant and equipment										
Plant, machinery and equipment	700	-	700	-	-	700	-	-	700	-
Total plant and equipment	700	-	700	-	-	700	-	-	700	-
Infrastructure										
Roads	4,155	-	2,955	-	1,200	4,155	1,536	-	2,619	-
Bridges	730	-	730	-	-	730	150	-	580	-
Footpaths	130	-	130	-	-	130	10	-	120	-
Drainage	130	-	-	-	130	130	-	-	130	-
Parks, open space and streetscapes	925	925	-	-	-	925	800	-	125	-
Total infrastructure	6,070	925	3,815	-	1,330	6,070	2,496	-	3,574	-
Total capital works expenditure	8,525	925	4,540	-	3,060	8,525	2,996	-	5,529	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2022/23										
Property										
Buildings	1,325	-	25	-	1,300	1,325	700	-	625	-
Total property	1,325	-	25	-	1,300	1,325	700	-	625	-
Plant and equipment										
Plant, machinery and equipment	736	-	736	-	-	736	-	-	736	-
Total plant and equipment	736	-	736	-	-	736	-	-	736	-
Infrastructure										
Roads	4,320	-	3,070	-	1,250	4,320	1,536	-	2,784	-
Bridges	770	-	770	-	-	770	150	-	620	-
Footpaths	140	-	140	-	-	140	10	-	130	-
Drainage	140	-	-	-	140	140	-	-	140	-
Parks, open space and streetscapes	150	50	-	100	-	150	65	35	50	-
Total infrastructure	5,520	50	3,980	100	1,390	5,520	1,761	35	3,724	-
Total capital works expenditure	7,581	50	4,741	100	2,690	7,581	2,461	35	5,085	-

Statement of Human Resources

For the four years ended 30 June 2023

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - Operating	14,235	14,520	14,808	15,104
Employee costs - Capital	1,119	1,144	1,169	1,195
Total staff expenditure	15,354	15,664	15,977	16,299
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	169.8	169.8	169.8	169.8
Total staff numbers	169.8	169.8	169.8	169.8

Note: the variance in 2019 of \$210,000 between the above total staff expenditure and total staff expenditure per the summary of planned human resources expenditure is due to Mayor and Councillor allowances.

Other Information

For the four years ended 30 June 2023

2. Summary of planned human resources expenditure

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Corporate Services				
Permanent - Full time	4,493	4,651	4,744	4,841
Permanent - Part time	286	296	302	308
Casual	37	38	39	40
Total Corporate Services	<u>4,816</u>	<u>4,985</u>	<u>5,085</u>	<u>5,189</u>
Infrastructure & Environment				
Permanent - Full time	5,248	5,434	5,540	5,651
Permanent - Part time	81	84	85	87
Casual	38	40	40	41
Total Infrastructure & Environment	<u>5,367</u>	<u>5,558</u>	<u>5,665</u>	<u>5,779</u>
Communities				
Permanent - Full time	1,441	1,491	1,522	1,552
Permanent - Part time	1,631	1,688	1,722	1,756
Casual	770	797	813	829
Total Communities	<u>3,841</u>	<u>3,976</u>	<u>4,057</u>	<u>4,137</u>
Total Capital (Infrastructure)	<u>1,119</u>	<u>1,142</u>	<u>1,165</u>	<u>1,188</u>
Total staff expenditure	<u>15,144</u>	<u>15,661</u>	<u>15,972</u>	<u>16,293</u>

	FTE	FTE	FTE	FTE
Corporate Services				
Permanent - Full time	42.8	42.8	42.8	42.8
Permanent - Part time	3.5	3.5	3.5	3.5
Casual	0.4	0.4	0.4	0.4
Total Corporate Services	<u>46.7</u>	<u>46.7</u>	<u>46.7</u>	<u>46.7</u>
Infrastructure & Environment				
Permanent - Full time	78.0	78.0	78.0	78.0
Permanent - Part time	0.8	0.8	0.8	0.8
Casual	0.5	0.5	0.5	0.5
Total Infrastructure & Environment	<u>79.3</u>	<u>79.3</u>	<u>79.3</u>	<u>79.3</u>
Communities				
Permanent - Full time	15.5	15.5	15.5	15.5
Permanent - Part time	20.5	20.5	20.5	20.5
Casual	7.8	7.8	7.8	7.8
Total Communities	<u>43.8</u>	<u>43.8</u>	<u>43.8</u>	<u>43.8</u>
Total staff numbers	<u>169.8</u>	<u>169.8</u>	<u>169.8</u>	<u>169.8</u>