

# 2017-21 (Updated 2019)



**NORTHERN GRAMPIANS SHIRE COUNCIL**

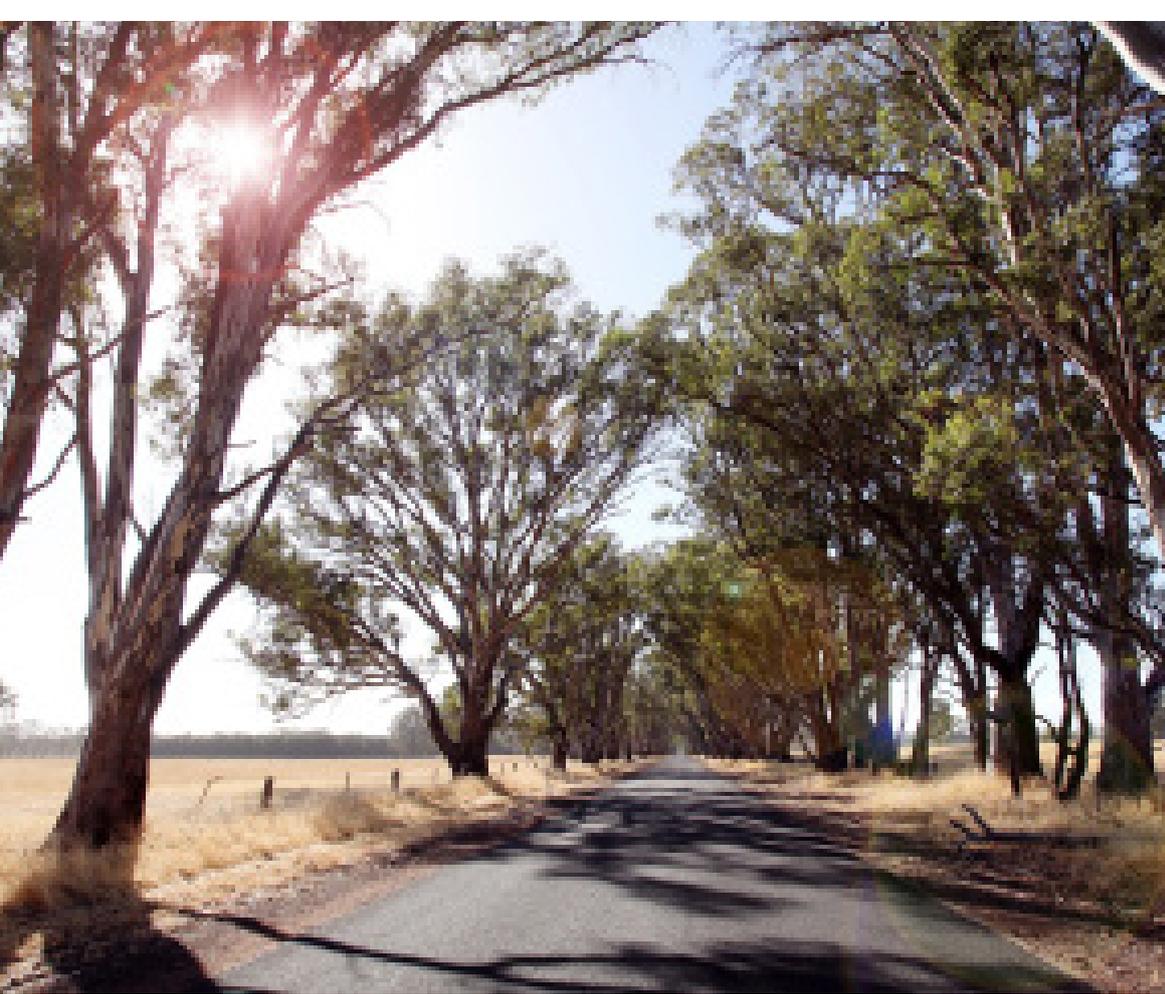
**COUNCIL PLAN**

**2017-2021**

(Updated 2019)



**LIVE-WORK-INVEST-VISIT**



# COUNCIL PLAN 2017-2021 (Updated 2019)

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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 updated 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 Murray Emerson  
Mayor, 2019/2020*

**BY 2021, COUNCIL AIMS TO...**

**ENHANCE LIFESTYLES AND  
COMMUNITY**



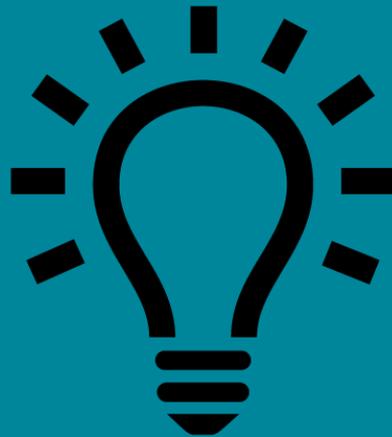
**BOOST ECONOMIC GROWTH**



**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**

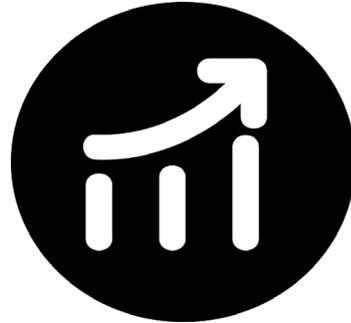
Implementation of the Municipal Public Health and Wellbeing Plan.

# Goal: Boost Economic Growth



## **Provide support to existing business to assist with long term sustainability**

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



## **Secure new business and increase the workforce**

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

## **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.



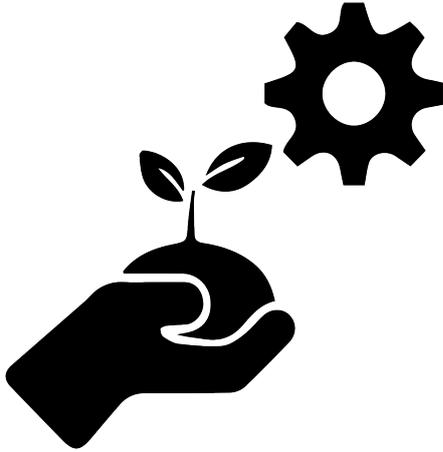
## **Prepare our community for the employment transition into the future**

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**

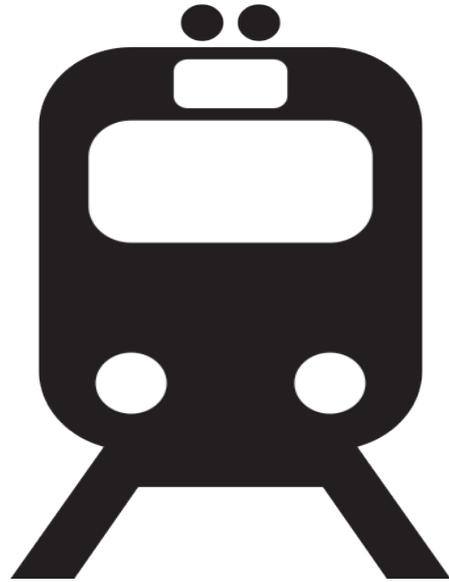
Government support for regional development is a key advocacy piece at each advocacy opportunity.

# 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

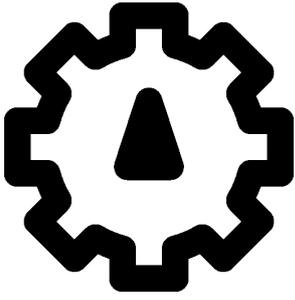
- Advocate for continued mobile blackspot funding programs.
- Submit blackspot locations to each round of blackspot funding programs.



## 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.



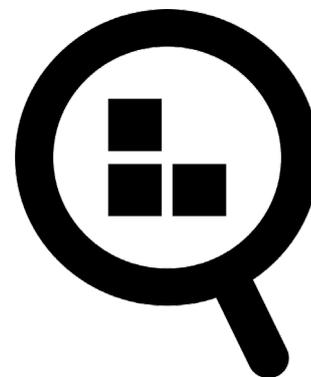
## **Where possible partner with other Local Governments to reduce the operating cost of Council**

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 2024

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income</b>				
Rates and charges	18,262	18,783	19,103	19,429
Statutory fees and fines	318	325	331	338
User fees	1,258	1,723	1,761	1,800
Grants - operating	6,822	10,121	10,157	10,378
Grants - capital	5,417	4,227	2,451	3,535
Contributions - monetary	48	49	50	51
Contributions - non monetary	50	330	80	75
Other income	703	775	792	809
<b>Total income</b>	<b>32,878</b>	<b>36,333</b>	<b>34,725</b>	<b>36,415</b>
<b>Expenses</b>				
Employee costs	(16,169)	(15,355)	(15,664)	(15,979)
Materials and services	(10,065)	(9,970)	(9,724)	(9,613)
Depreciation	(11,378)	(11,606)	(11,838)	(12,074)
Amortisation - Right of use of assets	(99)	(99)	(99)	(99)
Borrowing costs	(102)	(72)	(43)	(40)
Finance Costs - Leases	(3)	(4)	(4)	(4)
Other expenses	(1,455)	(1,513)	(1,518)	(1,550)
<b>Total expenses</b>	<b>(39,271)</b>	<b>(38,619)</b>	<b>(38,890)</b>	<b>(39,359)</b>
<b>Emergency Operation Income</b>				
Capital Grants	200	-	-	-
<b>Total Emergency Operation Income</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus/(deficit) for the year</b>	<b>(6,193)</b>	<b>(2,286)</b>	<b>(4,165)</b>	<b>(2,944)</b>
<b>Total comprehensive result</b>	<b>(6,193)</b>	<b>(2,286)</b>	<b>(4,165)</b>	<b>(2,944)</b>

## Balance Sheet

For the four years ended 30 June 2024

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	10,028	6,839	6,837	6,649
Trade and other receivables	2,014	2,003	2,005	2,005
Inventories	39	39	39	39
Other assets	560	560	560	560
<b>Total current assets</b>	<b>12,641</b>	<b>9,441</b>	<b>9,441</b>	<b>9,253</b>
<b>Non-current assets</b>				
Trade and other receivables	-	-	-	-
Investments in associates	191	191	191	191
Property, infrastructure, plant and equipment	473,709	473,548	469,278	466,514
Right of use assets	100	297	197	97
<b>Total non-current assets</b>	<b>474,000</b>	<b>474,036</b>	<b>469,666</b>	<b>466,802</b>
<b>Total assets</b>	<b>486,641</b>	<b>483,477</b>	<b>479,107</b>	<b>476,055</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	2,966	2,964	2,964	2,964
Trust funds and deposits	6	6	6	6
Provisions	3,414	3,414	3,414	3,414
Interest-bearing loans and borrowings	1,092	97	-	-
Lease Liabilities	83	108	108	83
<b>Total current liabilities</b>	<b>7,561</b>	<b>6,589</b>	<b>6,492</b>	<b>6,467</b>
<b>Non-current liabilities</b>				
Provisions	226	226	226	226
Interest-bearing loans and borrowings	1,097	1,000	1,000	1,000
Land improvement liability	164	164	164	164
Lease Liabilities	-	191	83	-
<b>Total non-current liabilities</b>	<b>1,487</b>	<b>1,581</b>	<b>1,473</b>	<b>1,390</b>
<b>Total liabilities</b>	<b>9,048</b>	<b>8,170</b>	<b>7,965</b>	<b>7,857</b>
<b>Net assets</b>	<b>477,593</b>	<b>475,307</b>	<b>471,142</b>	<b>468,198</b>
<b>Equity</b>				
Accumulated surplus	128,073	125,382	120,866	117,496
Reserves	349,520	349,925	350,276	350,702
<b>Total Equity</b>	<b>477,593</b>	<b>475,307</b>	<b>471,142</b>	<b>468,198</b>

## Statement of Changes in Equity

For the four years ended 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2020/21</b>				
Balance at beginning of the financial year	483,786	133,073	343,959	6,754
Surplus/(deficit) for the year	(6,193)	(6,193)	-	-
Transfers from other reserves	-	1,598	-	(1,598)
Transfers to other reserves	-	(405)	-	405
<b>Balance at end of the financial year</b>	<b>477,593</b>	<b>128,073</b>	<b>343,959</b>	<b>5,561</b>

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021/22</b>				
Balance at beginning of the financial year	477,593	128,073	343,959	5,561
Surplus/(deficit) for the year	(2,286)	(2,286)	-	-
Transfers from other reserves	-	300	-	(300)
Transfers to other reserves	-	(705)	-	705
<b>Balance at end of the financial year</b>	<b>475,307</b>	<b>125,382</b>	<b>343,959</b>	<b>5,966</b>

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022/23</b>				
Balance at beginning of the financial year	475,307	125,382	343,959	5,966
Surplus/(deficit) for the year	(4,165)	(4,165)	-	-
Transfers from other reserves	-	300	-	(300)
Transfers to other reserves	-	(651)	-	651
<b>Balance at end of the financial year</b>	<b>471,142</b>	<b>120,866</b>	<b>343,959</b>	<b>6,317</b>

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023/24</b>				
Balance at beginning of the financial year	471,142	120,866	343,959	6,317
Surplus/(deficit) for the year	(2,944)	(2,944)	-	-
Transfers from other reserves	-	180	-	(180)
Transfers to other reserves	-	(606)	-	606
<b>Balance at end of the financial year</b>	<b>468,198</b>	<b>117,496</b>	<b>343,959</b>	<b>6,743</b>

## Statement of Cash Flows

For the four years ended 30 June 2024

	2020/21	2021/22	2022/23	2023/24
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>				
Rates and charges	18,262	18,783	19,103	19,429
Statutory fees and fines	318	325	331	338
User fees	1,258	1,723	1,761	1,800
Grants - operating	6,822	10,121	10,157	10,378
Grants - capital	3,452	4,227	2,451	3,535
Contributions - monetary	48	49	50	51
Interest received	175	178	182	185
Other receipts	528	597	610	624
Employee costs	(16,169)	(15,355)	(15,664)	(15,980)
Materials and services	(10,065)	(9,970)	(9,724)	(9,613)
Other payments	(1,455)	(1,510)	(1,517)	(1,549)
	<b>3,174</b>	<b>9,168</b>	<b>7,740</b>	<b>9,198</b>
<b>Net cash provided by/(used in) operating activities</b>	<b>3,174</b>	<b>9,168</b>	<b>7,740</b>	<b>9,198</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(13,392)	(11,607)	(7,667)	(9,501)
Proceeds from sale of property, infrastructure, plant and	35	163	99	190
Proceeds from investment in associates	190	-	-	-
Capital contributions	50	330	80	75
Payments of loans and advances	63	9	-	-
	<b>(13,054)</b>	<b>(11,105)</b>	<b>(7,488)</b>	<b>(9,236)</b>
<b>Net cash provided by/(used in) investing activities</b>	<b>(13,054)</b>	<b>(11,105)</b>	<b>(7,488)</b>	<b>(9,236)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(102)	(72)	(43)	(40)
Repayment of borrowings	(218)	(1,092)	(97)	-
Interest paid - lease liability	(3)	(4)	(4)	(4)
Repayment of lease liabilities	(108)	(83)	(108)	(108)
	<b>(431)</b>	<b>(1,251)</b>	<b>(252)</b>	<b>(152)</b>
<b>Net cash provided by/(used in) financing activities</b>	<b>(431)</b>	<b>(1,251)</b>	<b>(252)</b>	<b>(152)</b>
Net increase (decrease) in cash and cash equivalents	(10,311)	(3,188)	-	(190)
Cash and cash equivalents at the beginning of the financial year	20,338	10,027	6,839	6,839
<b>Cash and cash equivalents at the end of the financial year</b>	<b>10,027</b>	<b>6,839</b>	<b>6,839</b>	<b>6,649</b>

## Statement of Capital Works

For the four years ended 30 June 2024

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Property</b>				
Buildings	1,750	2,590	430	50
<b>Total buildings</b>	<b>1,750</b>	<b>2,590</b>	<b>430</b>	<b>50</b>
<b>Total property</b>	<b>1,750</b>	<b>2,590</b>	<b>430</b>	<b>50</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	685	854	771	872
<b>Total plant and equipment</b>	<b>685</b>	<b>854</b>	<b>771</b>	<b>872</b>
<b>Infrastructure</b>				
Roads	4,636	4,523	4,579	4,636
Bridges	1,125	701	718	735
Footpaths	130	132	134	136
Drainage	65	132	135	137
Parks, open space and streetscapes	5,001	2,675	900	2,935
<b>Total infrastructure</b>	<b>10,957</b>	<b>8,163</b>	<b>6,466</b>	<b>8,579</b>
<b>Total capital works expenditure</b>	<b>13,392</b>	<b>11,607</b>	<b>7,667</b>	<b>9,501</b>
<b>Represented by:</b>				
New asset expenditure	1,882	1,075	800	2,075
Asset renewal expenditure	7,886	6,710	5,067	5,669
Asset expansion expenditure	-	-	-	-
Asset upgrade expenditure	3,624	3,822	1,800	1,757
<b>Total capital works expenditure</b>	<b>13,392</b>	<b>11,607</b>	<b>7,667</b>	<b>9,501</b>
<b>Funding sources represented by:</b>				
Grants	5,417	4,227	2,451	3,535
Contributions	50	330	80	75
Council Cash	7,925	7,050	5,136	5,891
<b>Total capital works expenditure</b>	<b>13,392</b>	<b>11,607</b>	<b>7,667</b>	<b>9,501</b>

## Statement of Human Resources

For the four years ended 30 June 2024

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Staff expenditure</b>				
Employee costs - Operating	16,169	15,355	15,664	15,979
Employee costs - Capital	1,170	1,196	1,222	1,249
<b>Total staff expenditure</b>	<b>17,339</b>	<b>16,551</b>	<b>16,886</b>	<b>17,228</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Staff numbers</b>				
Employees - Permanent	181.1	181.1	181.1	181.1
Employees - Temporary	13.0	-	-	-
<b>Total staff numbers</b>	<b>194.1</b>	<b>181.1</b>	<b>181.1</b>	<b>181.1</b>

**Note:** One-off funding of \$986,000 for employee costs has been received for 2020/21 from the Working for Victoria program (13 FTE, 26 staff).

## Other Information

For the four years ended 30 June 2024

### 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
<b>2020/21</b>										
<b>Property</b>										
Buildings	1,750	-	-	-	1,750	1,750	700	-	1,050	-
<b>Total property</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,750</b>	<b>1,750</b>	<b>700</b>	<b>-</b>	<b>1,050</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	685	-	685	-	-	685	-	-	685	-
<b>Total plant and equipment</b>	<b>685</b>	<b>-</b>	<b>685</b>	<b>-</b>	<b>-</b>	<b>685</b>	<b>-</b>	<b>-</b>	<b>685</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,636	-	3,346	-	1,290	4,636	2,450	30	2,156	-
Bridges	1,125	-	1,125	-	-	1,125	1,034	-	91	-
Footpaths	130	-	130	-	-	130	-	10	120	-
Drainage	65	-	-	-	65	65	-	-	65	-
Parks, open space and streetscapes	5,001	1,882	2,600	-	519	5,001	1,233	10	3,758	-
<b>Total infrastructure</b>	<b>10,957</b>	<b>1,882</b>	<b>7,201</b>	<b>-</b>	<b>1,874</b>	<b>10,957</b>	<b>4,717</b>	<b>50</b>	<b>6,190</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>13,392</b>	<b>1,882</b>	<b>7,886</b>	<b>-</b>	<b>3,624</b>	<b>13,392</b>	<b>5,417</b>	<b>50</b>	<b>7,925</b>	<b>-</b>

	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
<b>2021/22</b>										
<b>Property</b>										
Buildings	2,590	-	110	-	2,480	2,590	580	320	1,690	-
<b>Total property</b>	<b>2,590</b>	<b>-</b>	<b>110</b>	<b>-</b>	<b>2,480</b>	<b>2,590</b>	<b>580</b>	<b>320</b>	<b>1,690</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	854	-	854	-	-	854	-	-	854	-
<b>Total plant and equipment</b>	<b>854</b>	<b>-</b>	<b>854</b>	<b>-</b>	<b>-</b>	<b>854</b>	<b>-</b>	<b>-</b>	<b>854</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,523	-	3,313	-	1,210	4,523	1,887	-	2,636	-
Bridges	701	-	701	-	-	701	160	-	541	-
Footpaths	132	-	132	-	-	132	-	10	122	-
Drainage	132	-	-	-	132	132	-	-	132	-
Parks, open space and streetscapes	2,675	1,075	1,600	-	-	2,675	1,600	-	1,075	-
<b>Total infrastructure</b>	<b>8,163</b>	<b>1,075</b>	<b>5,746</b>	<b>-</b>	<b>1,342</b>	<b>8,163</b>	<b>3,647</b>	<b>10</b>	<b>4,506</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>11,607</b>	<b>1,075</b>	<b>6,710</b>	<b>-</b>	<b>3,822</b>	<b>11,607</b>	<b>4,227</b>	<b>330</b>	<b>7,050</b>	<b>-</b>

	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
<b>2022/23</b>										
<b>Property</b>										
Buildings	430	-	-	-	430	430	-	-	430	-
<b>Total property</b>	<b>430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>430</b>	<b>430</b>	<b>-</b>	<b>-</b>	<b>430</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	771	-	771	-	-	771	-	-	771	-
<b>Total plant and equipment</b>	<b>771</b>	<b>-</b>	<b>771</b>	<b>-</b>	<b>-</b>	<b>771</b>	<b>-</b>	<b>-</b>	<b>771</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,579	-	3,344	-	1,235	4,579	1,891	-	2,688	-
Bridges	718	-	718	-	-	718	160	-	558	-
Footpaths	134	-	134	-	-	134	-	10	124	-
Drainage	135	-	-	-	135	135	-	-	135	-
Parks, open space and streetscapes	900	800	100	-	-	900	400	70	430	-
<b>Total infrastructure</b>	<b>6,466</b>	<b>800</b>	<b>4,296</b>	<b>-</b>	<b>1,370</b>	<b>6,466</b>	<b>2,451</b>	<b>80</b>	<b>3,935</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>7,667</b>	<b>800</b>	<b>5,067</b>	<b>-</b>	<b>1,800</b>	<b>7,667</b>	<b>2,451</b>	<b>80</b>	<b>5,136</b>	<b>-</b>

	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
<b>2023/24</b>										
<b>Property</b>										
Buildings	50	-	50	-	-	50	-	-	50	-
<b>Total property</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	872	-	872	-	-	872	-	-	872	-
<b>Total plant and equipment</b>	<b>872</b>	<b>-</b>	<b>872</b>	<b>-</b>	<b>-</b>	<b>872</b>	<b>-</b>	<b>-</b>	<b>872</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,636	-	3,376	-	1,260	4,636	1,895	-	2,741	-
Bridges	735	-	735	-	-	735	160	-	575	-
Footpaths	136	-	136	-	-	136	-	10	126	-
Drainage	137	-	-	-	137	137	-	-	137	-
Parks, open space and streetscapes	2,935	2,075	500	-	360	2,935	1,480	65	1,390	-
<b>Total infrastructure</b>	<b>8,579</b>	<b>2,075</b>	<b>4,747</b>	<b>-</b>	<b>1,757</b>	<b>8,579</b>	<b>3,535</b>	<b>75</b>	<b>4,969</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>9,501</b>	<b>2,075</b>	<b>5,669</b>	<b>-</b>	<b>1,757</b>	<b>9,501</b>	<b>3,535</b>	<b>75</b>	<b>5,891</b>	<b>-</b>

## Other Information

For the four years ended 30 June 2024

### 2. Summary of planned human resources expenditure

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Corporate Services</b>				
Permanent - Full time	4,128	3,920	3,999	4,081
Permanent - Part time	650	617	629	642
Temporary	233	222	226	231
<b>Total Corporate Services</b>	<b>5,011</b>	<b>4,759</b>	<b>4,854</b>	<b>4,954</b>
<b>Infrastructure &amp; Environment</b>				
Permanent - Full time	5,682	5,396	5,504	5,612
Permanent - Part time	387	367	374	382
Temporary	659	625	638	651
<b>Total Infrastructure &amp; Environment</b>	<b>6,727</b>	<b>6,388</b>	<b>6,516</b>	<b>6,645</b>
<b>Communities</b>				
Permanent - Full time	1,636	1,553	1,586	1,617
Permanent - Part time	2,702	2,566	2,617	2,670
Temporary	94	89	91	93
<b>Total Communities</b>	<b>4,432</b>	<b>4,208</b>	<b>4,294</b>	<b>4,380</b>
<b>Total Capital (Infrastructure)</b>	<b>1,170</b>	<b>1,196</b>	<b>1,222</b>	<b>1,249</b>
<b>Total staff expenditure</b>	<b>17,339</b>	<b>16,551</b>	<b>16,886</b>	<b>17,228</b>

	FTE	FTE	FTE	FTE
<b>Corporate Services</b>				
Permanent - Full time	38.0	38.0	38.0	38.0
Permanent - Part time	7.4	7.4	7.4	7.4
Temporary	3.0	-	-	-
<b>Total Corporate Services</b>	<b>48.4</b>	<b>45.4</b>	<b>45.4</b>	<b>45.4</b>
<b>Infrastructure &amp; Environment</b>				
Permanent - Full time	79.5	79.5	79.5	79.5
Permanent - Part time	4.3	4.3	4.3	4.3
Temporary	9.0	-	-	-
<b>Total Infrastructure &amp; Environment</b>	<b>92.8</b>	<b>83.8</b>	<b>83.8</b>	<b>83.8</b>
<b>Communities</b>				
Permanent - Full time	17.0	17.0	17.0	17.0
Permanent - Part time	34.9	34.9	34.9	34.9
Temporary	1.0	-	-	-
<b>Total Communities</b>	<b>52.9</b>	<b>51.9</b>	<b>51.9</b>	<b>51.9</b>
<b>Total staff numbers</b>	<b>194.1</b>	<b>181.1</b>	<b>181.1</b>	<b>181.1</b>