

NORTHERN GRAMPIANS SHIRE COUNCIL

# COUNCIL PLAN



2013-2017

  
NORTHERN  
**Grampians**  
SHIRE COUNCIL



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# YOUR COUNCIL

## STAWELL WARD



Cr Wayne Rice



Cr Murray Emerson  
(Mayor)



Cr Karen Hyslop

## CENTRAL WARD



Cr Kevin Erwin



## KARA KARA WARD



Cr Tony Driscoll



Cr Merrilee Reid

## SOUTH WEST WARD



Cr Jason Hosemans

# 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 and invest.

### Location

Located in the picturesque Grampians region of provincial 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.

St Arnaud Range 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, mining, 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, textile and meat production.

## QUICK STATS:

- Area:** Approximately 5,918 square kilometres
- Population:** Approximately 11,509
- Road length:** 3,408km of local roads
- Rateable properties:** 9,264
- Rates and charges revenue:** \$16.3 million
- Total revenue (inc grants):** \$33.8 million
- Industry:** There are more than 720 businesses operating in the shire, with major activity based in the thriving tourism, mining, textile, manufacturing and agricultural industries
- Major attractions:** Stawell Easter Gift Festival, Grampians Grape Escape, Grampians Wildflower Festival, 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, Stawell Gift Hall of Fame, and Grampians National Park.



May 2013

Northern Grampians Shire Council is pleased to present the 2013-2017 Council Plan to our communities. This Plan has been prepared by a new Council with fresh eyes and a fresh perspective. Councillors spent many hours identifying key objectives and priorities that will drive Council operations over the next four years. Compared with past Council Plans, the 2013-17 instalment has been simplified. All of the strategies listed focus on achieving one of two objectives - improving the social and economic viability of the shire or delivering targeted projects and core services. Council has selected these objectives as the most important measures of success. In developing this Plan we have gone back to basics and looked at what we as a Council can do to support our communities to thrive. Over the next four years we have made a commitment to examine what we do and how we do it. By questioning the current model, reviewing our services and gathering hard evidence, we believe we can achieve the best outcomes for this municipality and its people.

While it is easy to create a Council Plan 'wish list', we have a responsibility to ensure our objectives are achievable. The financial sustainability of small rural councils is increasingly difficult to attain and Northern Grampians Shire Council continues to advocate to both state and commonwealth governments for increased, ongoing and direct funding to bridge the infrastructure and services gap. Balancing our visions with the resources available has been a key focus of this Plan. Before committing to projects Council must examine the underlying capacity of our communities to pay for the infrastructure and services to maintain basic quality of life. With this in mind, we believe we have developed an open and transparent plan that will allow us to move forward with confidence.

Encouraging new investment, supporting existing businesses, and reducing red tape and unnecessary regulation will be a major focus during the coming Council term. We will also look at new ways to actively engage our communities and provide safe and usable assets and services to improve the quality of life for residents. In addition, we will attempt to reduce the infrastructure renewal gap, implement a waste reduction action plan and develop systems to improve accessibility and profitability for our community and businesses.

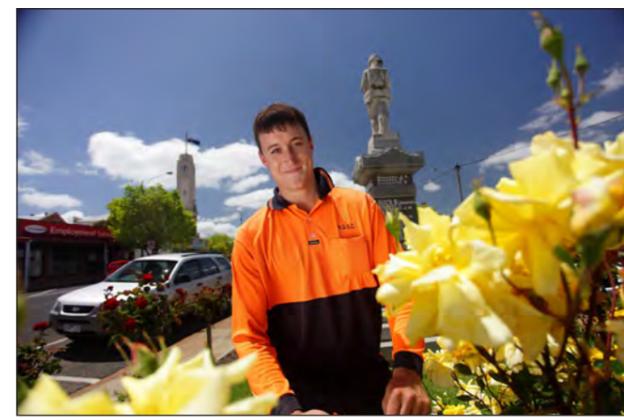
These actions will be undertaken while we continue to build on the tremendous work of our Flood Recovery Team. While we hope never to again experience rain events like those in September 2010, January 2011 and December 2011, Council has an important role to play in mitigating risk, planning for emergencies and assisting with community recovery. In recent times we have become a leader in emergency management and our work in this area is something we are extremely proud of.

With so much to look forward to over the next four years, Council is excited about working with our communities to make the Northern Grampians Shire an even better place to live.

Cr Wayne Rice  
Mayor, 2013

In four years' time we will have...

1. Improved the social and economic viability of the shire



2. Delivered targeted projects and core services



**Strategic indicator:**

Gross Regional Product (GRP) shows positive growth that matches or exceeds growth across the state economy (Source: REMplan annual economic report)



## ECONOMIC STRATEGY

We will develop the local economy and increase the diversity of industry in the Northern Grampians Shire by:

- Implementing a planning framework that enables and encourages business, including farming enterprises, and residential development and expansion
- Creating industrial development opportunities and employment in the whole of the shire
- Developing Halls Gap as a tourism resort town and Great Western as a food and wine village
- Attracting and encouraging new enterprises while supporting existing businesses through the implementation of targeted industry sectors plans



**Strategic indicator:**

The Socio-Economic Index For Areas (SEIFA) for Northern Grampians shows positive improvement that matches or exceeds the overall result in the Wimmera Southern Mallee region (Source: ABS SEIFA index produced after every Census)



## SOCIAL, COMMUNITY AND ENVIRONMENT STRATEGY

We will provide safe and usable assets and services to improve the quality of life for residents by:

- Fostering community support programs to enable seniors to live in the community longer
- Developing options for young people to volunteer and be actively engaged in employment and training in the community
- Providing passive and active recreational opportunities for residents and visitors throughout the shire
- Facilitating the delivery of early childhood education and care in St Arnaud and Stawell
- Providing access to arts and cultural programs and events
- Advocating for accessible and affordable transport options for residents and visitors
- Advocating for the responsible management of lakes and waterways
- Advocating for renewable energy use and environmental sustainability

**Strategic indicator:**

Communities able to demonstrate increased resilience, awareness of risk and active participation in preventative planning as defined in the National Disaster Resilience Framework (Source: Australian Emergency Management Institute reports produced annually)



## EMERGENCY AND RISK STRATEGY

We will mitigate risk and plan for emergencies and community recovery by:

- Implementing measures to reduce the causes and effects of emergencies
- Advocating for additional funds to modify assets for greater resilience to natural disasters
- Assisting affected communities to recover following an emergency
- Providing guidance and pro-active plans in risk identification and mitigation
- Demonstrating leadership in advocating for legislative and operational reform in local, state and national forums relating to emergency management and risk
- Enforcing non-compliant or high risk land-uses to lessen community risk, improve amenity and security

**Strategic indicator:**

Information and Communication Technology take-up and use in the shire improves on the 2010 baseline established as part of the Wimmera Southern Mallee ICT Study (Source: Wimmera Southern Mallee ICT Survey, Centre for eCommerce and Communications [www.cecc.com.au/ch\\_ict\\_study](http://www.cecc.com.au/ch_ict_study))



## DATA AND INFORMATION STRATEGY

We will use technology and develop systems to improve accessibility and profitability for our community and businesses by:

- Advocating for reliable telecommunications and mobile telephony services in all areas of the shire
- Developing a public WIFI access strategy in the main retail precincts of Stawell, St Arnaud and Halls Gap
- Encouraging the use of appropriate technologies by staff to increase efficiency, productivity and improve service delivery and safety



**Strategic indicator:**

Reduction in waste sent to landfill per capita greater than the state average (Source: Sustainability Victoria Annual Reports [www.sustainability.vic.gov.au](http://www.sustainability.vic.gov.au))



## WASTE STRATEGY

We will implement a waste reduction action plan and promote better use and re-use of valuable resources by:

- Implementing measures to reduce waste to landfill
- Participating in regional solutions to waste management and community education on waste and litter reduction
- Investigating options for new waste resource and re-use businesses to establish in the shire
- Investigating options for long term waste management including the development of a new landfill site or processing facilities
- Investigating options for hard-rubbish and green waste collection
- Advocating for the state to prevent the illegal dumping of waste through enforcement

**Strategic indicator:**

Council achieves 'Core Maturity' ratings for each of the 11 National Asset Management and Financial Planning Framework (NMAF) indicators. (Source: Local Government and Planning Ministers' Council National Local Government Sustainability Frameworks, Core Competency)



## ASSET STRATEGY

We will reduce the infrastructure renewal gap and manage our roads, buildings and structures for safety and optimal use by:

- Implementing an asset management plan based on the MAV STEP principles and the Sustainable Asset Management Strategy
- Maintaining roads and bridges in accordance with the Northern Grampians Road Management Plan and legislated requirements
- Developing a long term capital works and projects program focused on asset renewal
- Commencing a project to review, consolidate and reduce building assets



**Strategic indicator:**

Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)



**RED TAPE REDUCTION STRATEGY**

We will reduce unnecessary regulation and advocate for the removal of regulatory burdens from all tiers of government by:

- Implementing a 'no further requests' program in planning
- Implementing a customer relationship management and complaint management and rectification program
- Reviewing all internal policies and procedures to move towards a risk matrix approach and remove duplication or multiple handling of requests



**Strategic indicator:**

Council improves financial sustainability ranking compared to small rural councils in Victoria (Source: Victorian Auditor General – Local Government Audit results produced annually and tabled in State Parliament)



## FINANCIAL SUSTAINABILITY STRATEGY

We will provide leadership and advocacy to improve the financial position of the Northern Grampians Shire by:

- Implementing financial policies and services to support Council's operations and to meet reporting and accountability requirements
- Providing internal and external audit functions to review Council's performance, risk management, financial governance and reporting
- Participating in regional approaches to shared services and procurement
- Advocating for legislative change including constitutional recognition for local government and improved funding models through campaigns such as *3,16,81 A Fair Go for Locals* to lessen the reliance on rates as an income stream

NORTHERN GRAMPIANS SHIRE COUNCIL

# STRATEGIC RESOURCE PLAN

2017-2020



## STRATEGIC RESOURCE PLAN

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.

## 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, and
  - is committed to achieving an annual surplus to contribute to capital projects.



#### Cash Management Principle

- Council will manage cash to ensure sufficient levels are available to meet its requirements and will:
  - monitor its adjusted working capital ratio with a target to remain above 1.20 to 1 plus reserve funds as determined appropriate, and
  - maintain sufficient cash to avoid overdraft interest.

### Revenue Principles

#### Rates and Charges Revenue Principle

Rates will:

- be reviewed annually,
- not change dramatically from one year to the next, and be sufficient to fund the:
  - Council Plan,
  - Long Term Financial Plan, and
  - 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, and
  - 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, and
- benchmarking of similar services.

Costs will include:

- overheads, and
- identification of service subsidy.

Council will:

- increase fees based on cost increases,
- consider pricing to encourage behaviour changes, and
- 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, and
  - 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, and
  - 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, and
  - 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, and
  - provide best possible community benefit.
- 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, and
  - ensuring appropriate expenditure is provided for compliance and safety regulations.
- Council will endeavour to achieve a capital sustainability index of one-to-one (Sustainability Index = ratio of renewal expenditure to depreciation) and recognises that this will require reduction of services provided.

### New Asset Principle

- Council will ensure the 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, and
- undertake financial analysis with regard to resultant additional operational maintenance and renewal costs.

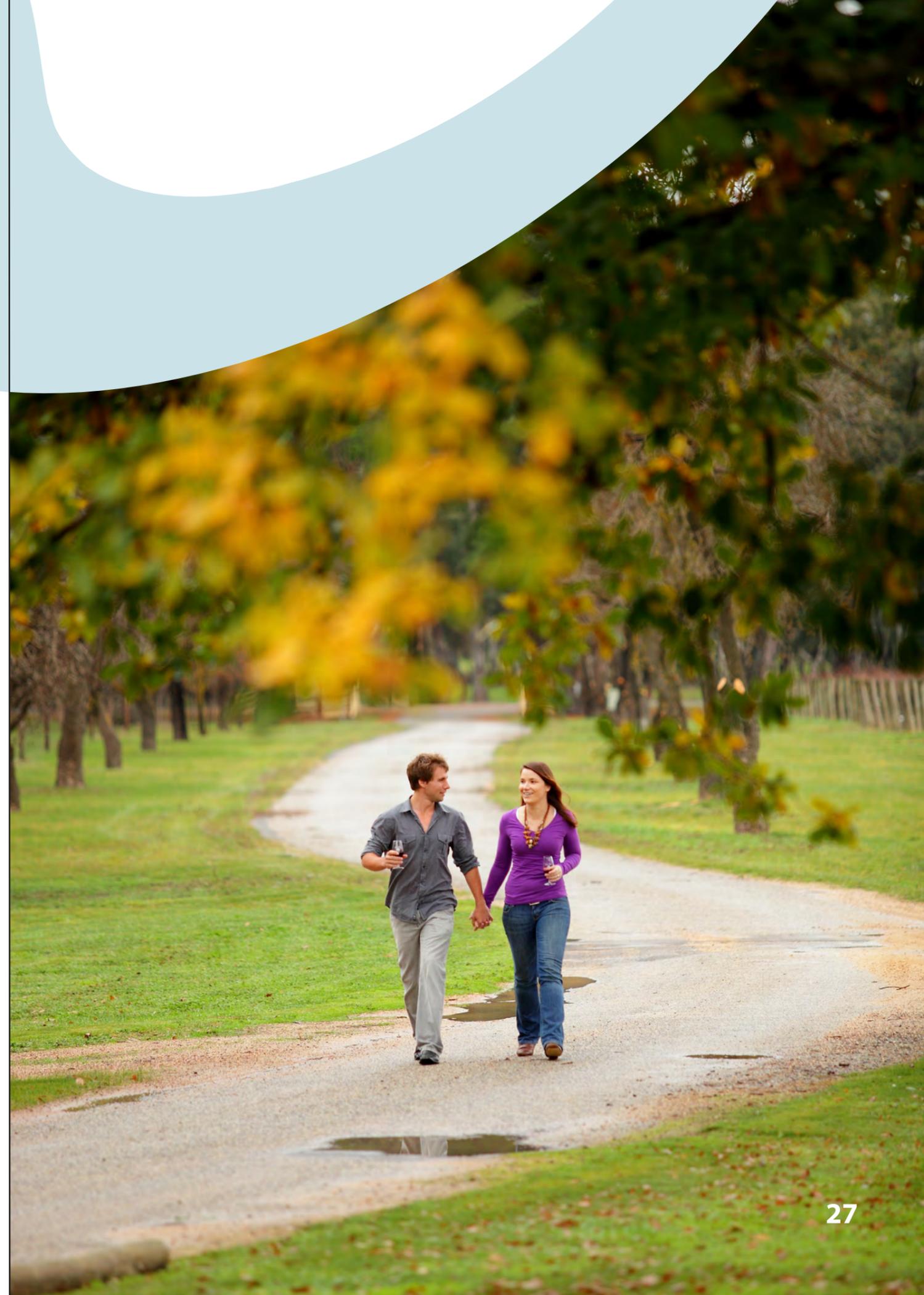
## Service Delivery Principles

### Workforce Planning Principle

- Council recognises staff have a critical role in achieving the Council Plan objectives and therefore:
  - will fund sufficient employees to achieve the Council Plan objectives,
  - will endeavour to attract and retain suitable staff through remuneration and workplace conditions, and
  - is committed to the provision of fair pay, learning and development of staff and a workplace culture appropriate for an employer of choice.

### 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, and
  - other budget priorities.





**Comprehensive Income Statement  
For the four years ended 30 June 2020**

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000
<b>Income</b>				
Rates and charges	16,338	16,746	17,165	17,594
Statutory fees and fines	272	272	277	283
User fees	1,768	1,874	1,986	2,105
Grants - operating	9,914	8,187	8,390	8,523
Grants - capital	3,813	2,090	1,650	1,250
Contributions - monetary	294	299	303	308
Other income	207	210	212	215
<b>Total income</b>	<b>32,606</b>	<b>29,678</b>	<b>29,983</b>	<b>30,278</b>
<b>Expenses</b>				
Employee costs	(12,408)	(12,688)	(13,003)	(13,329)
Materials and services	(11,537)	(9,720)	(9,871)	(10,123)
Depreciation and amortisation	(9,108)	(9,178)	(9,253)	(9,316)
Borrowing costs	(179)	(162)	(142)	(124)
Other expenses	(906)	(929)	(952)	(976)
<b>Total expenses</b>	<b>(34,138)</b>	<b>(32,677)</b>	<b>(33,221)</b>	<b>(33,868)</b>
<b>Surplus/(deficit) for the year</b>	<b>(1,532)</b>	<b>(2,999)</b>	<b>(3,238)</b>	<b>(3,590)</b>
<b>Total comprehensive result</b>	<b>(1,532)</b>	<b>(2,999)</b>	<b>(3,238)</b>	<b>(3,590)</b>

## FINANCIAL STATEMENTS

The following Financial Statements include voluntary and statutory disclosures of information which is in line with the principles mentioned in this plan.

This information has not been included in the main body of the Strategic Resource Plan in the interests of clarity and conciseness. Council has decided that whilst the Plan needs to focus on the important elements of the Council strategies and provide appropriate analysis, the detail upon which the Strategic Resource Plan is based should be provided in the interest of open and transparent reporting.

The contents of the Financial Statements are summarised below:

Report title	Page
Comprehensive Income Statement	29
Balance Sheet	30
Statement of Changes in Equity	31
Statement of Cash Flows	32
Statement of Capital Works	33
Statement of Human Resources	34
Other information	
1. Summary of planned capital works expenditure	36-39
2. Summary of planned human resources expenditure	40

The above comprehensive income statement should be read in conjunction with the accompanying other information.

**Balance Sheet**  
For the four years ended 30 June 2020

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	5,735	5,110	4,805	4,692
Trade and other receivables	1,883	1,883	1,884	1,916
Inventories	28	28	28	28
Other assets	209	209	209	209
<b>Total current assets</b>	<b>7,855</b>	<b>7,230</b>	<b>6,926</b>	<b>6,845</b>
<b>Non-current assets</b>				
Trade and other receivables	956	940	924	875
Property, infrastructure, plant and equipment	406,432	403,757	400,502	396,812
<b>Total non-current assets</b>	<b>407,388</b>	<b>404,697</b>	<b>401,426</b>	<b>397,687</b>
<b>Total assets</b>	<b>415,243</b>	<b>411,927</b>	<b>408,352</b>	<b>404,532</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	1,358	1,359	1,358	1,358
Provisions	3,355	3,355	3,355	3,355
Interest-bearing loans and borrowings	318	337	230	171
<b>Total current liabilities</b>	<b>5,031</b>	<b>5,051</b>	<b>4,943</b>	<b>4,884</b>
<b>Non-current liabilities</b>				
Provisions	1,479	1,479	1,479	1,479
Interest-bearing loans and borrowings	2,927	2,590	2,360	2,189
<b>Total non-current liabilities</b>	<b>4,406</b>	<b>4,069</b>	<b>3,839</b>	<b>3,668</b>
<b>Total liabilities</b>	<b>9,437</b>	<b>9,120</b>	<b>8,782</b>	<b>8,552</b>
<b>Net assets</b>	<b>405,806</b>	<b>402,807</b>	<b>399,570</b>	<b>395,980</b>
<b>Equity</b>				
Accumulated surplus	131,454	128,106	124,550	120,640
Reserves	274,352	274,701	275,020	275,340
<b>Total Equity</b>	<b>405,806</b>	<b>402,807</b>	<b>399,570</b>	<b>395,980</b>

The above balance sheet should be read in conjunction with the accompanying other information.

**Statement of Changes in Equity**  
For the four years ended 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017</b>				
Balance at beginning of the financial year	407,338	133,441	271,150	2,747
Surplus/(deficit) for the year	(1,532)	(1,532)	-	-
Transfers to other reserves	-	(454)	-	454
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>405,806</b>	<b>131,455</b>	<b>271,150</b>	<b>3,201</b>
<b>2018</b>				
Balance at beginning of the financial year	405,806	131,455	271,150	3,201
Surplus/(deficit) for the year	(2,999)	(2,999)	-	-
Transfers to other reserves	-	(349)	-	349
<b>Balance at end of the financial year</b>	<b>402,807</b>	<b>128,107</b>	<b>271,150</b>	<b>3,550</b>
<b>2019</b>				
Balance at beginning of the financial year	402,807	128,107	271,150	3,550
Surplus/(deficit) for the year	(3,237)	(3,237)	-	-
Transfers to other reserves	-	(320)	-	320
<b>Balance at end of the financial year</b>	<b>399,570</b>	<b>124,550</b>	<b>271,150</b>	<b>3,870</b>
<b>2020</b>				
Balance at beginning of the financial year	399,570	124,550	271,150	3,870
Surplus/(deficit) for the year	(3,590)	(3,590)	-	-
Transfers to other reserves	-	(319)	-	319
<b>Balance at end of the financial year</b>	<b>395,980</b>	<b>120,641</b>	<b>271,150</b>	<b>4,189</b>

The above statement of changes in equity should be read with the accompanying other information.

**Statement of Cash Flows**  
For the four years ended 30 June 2020

	2017	2018	2019	2020
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>				
Rates and charges	16,338	16,746	17,165	17,594
Statutory fees and fines	272	272	277	283
User fees	1,768	1,874	1,986	2,105
Grants - operating	9,914	8,187	8,390	8,523
Grants - capital	3,813	2,090	1,650	1,250
Contributions - monetary	294	299	303	308
Interest received	168	169	170	172
Other receipts	39	41	42	43
Employee costs	(12,408)	(12,688)	(13,003)	(13,329)
Materials and services	(11,537)	(9,721)	(9,870)	(10,122)
Other payments	(906)	(929)	(952)	(976)
<b>Net cash provided by/(used in) operating activities</b>	<b>7,755</b>	<b>6,340</b>	<b>6,158</b>	<b>5,851</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(7,323)	(6,791)	(6,239)	(5,798)
Proceeds from sale of property, infrastructure, plant and equipment	251	290	239	172
Payments of loans and advances	16	16	16	16
<b>Net cash provided by/(used in) investing activities</b>	<b>(7,056)</b>	<b>(6,485)</b>	<b>(5,984)</b>	<b>(5,610)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(179)	(162)	(142)	(124)
Repayment of borrowings	(300)	(318)	(337)	(230)
<b>Net cash provided by/(used in) financing activities</b>	<b>(479)</b>	<b>(480)</b>	<b>(479)</b>	<b>(354)</b>
Net increase (decrease) in cash and cash equivalents	220	(625)	(305)	(113)
Cash and cash equivalents at the beginning of the financial year	5,515	5,735	5,110	4,805
<b>Cash and cash equivalents at the end of the financial year</b>	<b>5,735</b>	<b>5,110</b>	<b>4,805</b>	<b>4,692</b>

The above statement of cash flows should be read with the accompanying other information

**Statement of Capital Works**  
For the four years ended 30 June 2020

	2017	2018	2019	2020
	\$'000	\$'000	\$'000	\$'000
<b>Property</b>				
Land improvements	320	120	-	-
Buildings	980	905	275	275
<b>Total property</b>	<b>1,300</b>	<b>1,025</b>	<b>275</b>	<b>275</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	1,251	1,343	1,233	938
<b>Total plant and equipment</b>	<b>1,251</b>	<b>1,343</b>	<b>1,233</b>	<b>938</b>
<b>Infrastructure</b>				
Roads	3,763	3,475	3,740	3,920
Bridges	366	350	360	400
Footpaths and cycle ways	147	50	50	50
Drainage	20	100	120	150
Parks, open space and streetscapes	475	450	459	65
<b>Total infrastructure</b>	<b>4,771</b>	<b>4,425</b>	<b>4,729</b>	<b>4,585</b>
<b>Total capital works expenditure</b>	<b>7,322</b>	<b>6,793</b>	<b>6,237</b>	<b>5,798</b>
<b>Represented by:</b>				
New asset expenditure	297	50	59	65
Asset renewal expenditure	5,095	5,063	4,588	4,483
Asset upgrade expenditure	1,755	1,680	1,590	1,250
<b>Total capital works expenditure</b>	<b>7,322</b>	<b>6,793</b>	<b>6,237</b>	<b>5,798</b>

The above statement of capital works should be read with the accompanying other information.

**Statement of Human Resources**  
**For the four years ended 30 June 2020**

	2017	2018	2019	2020
	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>				
Employee costs - Operating	11,713	11,976	12,273	12,581
Employee costs - Capital	695	712	730	748
<b>Total staff expenditure</b>	<b>12,408</b>	<b>12,688</b>	<b>13,003</b>	<b>13,329</b>
	FTE	FTE	FTE	FTE
<b>Staff numbers</b>				
Employees	156.7	156.7	156.7	156.7
<b>Total staff numbers</b>	<b>156.7</b>	<b>156.7</b>	<b>156.7</b>	<b>156.7</b>



The above statement of human resources should be read with the accompanying other information.

**Other Information**  
**For the four years ended 30 June 2020**

**1. Summary of planned capital works expenditure**

	Total \$'000	Asset Expenditure Types				Total \$'000	Funding Sources			
		New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2017</b>										
<b>Property</b>										
Land improvements	320	-	70	-	250	320	150	-	170	-
Buildings	980	-	980	-	-	980	300	-	680	-
<b>Total property</b>	<b>1,300</b>	<b>-</b>	<b>1,050</b>	<b>-</b>	<b>250</b>	<b>1,300</b>	<b>450</b>	<b>-</b>	<b>850</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	1,251	-	1,251	-	-	1,251	-	251	1,000	-
<b>Total plant and equipment</b>	<b>1,251</b>	<b>-</b>	<b>1,251</b>	<b>-</b>	<b>-</b>	<b>1,251</b>	<b>-</b>	<b>251</b>	<b>1,000</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,763	-	2,278	-	1,485	3,763	2,942	-	821	-
Bridges	366	-	366	-	-	366	346	-	20	-
Footpaths and cycle ways	147	147	-	-	-	147	-	-	147	-
Drainage	20	-	-	-	20	20	-	-	20	-
Parks, open space and streetscapes	475	150	150	175	-	475	75	-	400	-
<b>Total infrastructure</b>	<b>4,771</b>	<b>297</b>	<b>2,794</b>	<b>175</b>	<b>1,505</b>	<b>4,771</b>	<b>3,363</b>	<b>-</b>	<b>1,408</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>7,322</b>	<b>297</b>	<b>5,095</b>	<b>175</b>	<b>1,755</b>	<b>7,322</b>	<b>3,813</b>	<b>251</b>	<b>3,258</b>	<b>-</b>

	Total \$'000	Asset Expenditure Types				Total \$'000	Funding Sources			
		New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2018</b>										
<b>Property</b>										
Land improvements	120	-	120	-	-	120	-	-	120	-
Buildings	905	-	875	-	30	905	300	-	605	-
<b>Total property</b>	<b>1,025</b>	<b>-</b>	<b>995</b>	<b>-</b>	<b>30</b>	<b>1,025</b>	<b>300</b>	<b>-</b>	<b>725</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	1,343	-	1,343	-	-	1,343	-	290	1,053	-
<b>Total plant and equipment</b>	<b>1,343</b>	<b>-</b>	<b>1,343</b>	<b>-</b>	<b>-</b>	<b>1,343</b>	<b>-</b>	<b>290</b>	<b>1,053</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,475	-	2,375	-	1,100	3,475	1,390	-	2,085	-
Bridges	350	-	350	-	-	350	100	-	250	-
Footpaths and cycle ways	50	50	-	-	-	50	-	-	50	-
Drainage	100	-	-	-	100	100	-	-	100	-
Parks, open space and streetscapes	450	-	-	-	450	450	300	-	150	-
<b>Total infrastructure</b>	<b>4,425</b>	<b>50</b>	<b>2,725</b>	<b>-</b>	<b>1,650</b>	<b>4,425</b>	<b>1,790</b>	<b>-</b>	<b>2,635</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>6,793</b>	<b>50</b>	<b>5,063</b>	<b>-</b>	<b>1,680</b>	<b>6,793</b>	<b>2,090</b>	<b>290</b>	<b>4,413</b>	<b>-</b>

**Other Information**  
**For the four years ended 30 June 2020**

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>2019</b>										
<b>Property</b>										
Buildings	275	-	275	-	-	275	-	-	275	-
<b>Total property</b>	<b>275</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	1,233	-	1,233	-	-	1,233	-	239	994	-
<b>Total plant and equipment</b>	<b>1,233</b>	<b>-</b>	<b>1,233</b>	<b>-</b>	<b>-</b>	<b>1,233</b>	<b>-</b>	<b>239</b>	<b>994</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,740	-	2,720	-	1,020	3,740	1,250	-	2,490	-
Bridges	360	-	360	-	-	360	100	-	260	-
Footpaths and cycle ways	50	50	-	-	-	50	-	-	50	-
Drainage	120	-	-	-	120	120	-	-	120	-
Parks, open space and streetscapes	459	9	-	-	450	459	300	-	159	-
<b>Total infrastructure</b>	<b>4,729</b>	<b>59</b>	<b>3,080</b>	<b>-</b>	<b>1,590</b>	<b>4,729</b>	<b>1,650</b>	<b>-</b>	<b>3,079</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>6,237</b>	<b>59</b>	<b>4,588</b>	<b>-</b>	<b>1,590</b>	<b>6,237</b>	<b>1,650</b>	<b>239</b>	<b>4,348</b>	<b>-</b>

**Other Information**  
**For the four years ended 30 June 2020**

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</b>										
<b>Property</b>										
Buildings	275	-	275	-	-	275	-	-	275	-
<b>Total property</b>	<b>275</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	938	-	938	-	-	938	-	172	766	-
<b>Total plant and equipment</b>	<b>938</b>	<b>-</b>	<b>938</b>	<b>-</b>	<b>-</b>	<b>938</b>	<b>-</b>	<b>172</b>	<b>766</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,920	-	2,820	-	1,100	3,920	1,200	-	2,720	-
Bridges	400	-	400	-	-	400	-	-	400	-
Footpaths and cycle ways	50	50	-	-	-	50	-	-	50	-
Drainage	150	-	-	-	150	150	-	-	150	-
Parks, open space and streetscapes	65	15	50	-	-	65	-	-	65	-
<b>Total infrastructure</b>	<b>4,585</b>	<b>65</b>	<b>3,270</b>	<b>-</b>	<b>1,250</b>	<b>4,585</b>	<b>1,200</b>	<b>-</b>	<b>3,385</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>5,798</b>	<b>65</b>	<b>4,483</b>	<b>-</b>	<b>1,250</b>	<b>5,798</b>	<b>1,200</b>	<b>172</b>	<b>4,426</b>	<b>-</b>

**Other Information**  
**For the four years ended 30 June 2020**

**1. Summary of planned human resources expenditure**

	2017	2018	2019	2020
	\$'000	\$'000	\$'000	\$'000
<b>Corporate Services</b>				
Permanent - Full time	2,793	2,857	2,927	3,001
Permanent - Part time	147	150	154	158
Casual	41	42	43	44
<b>Total Corporate Services</b>	<b>2,981</b>	<b>3,049</b>	<b>3,124</b>	<b>3,203</b>
<b>Infrastructure &amp; Environment</b>				
Permanent - Full time	5,637	5,763	5,906	6,054
Permanent - Part time	205	210	215	220
Casual	95	97	100	102
<b>Total Infrastructure &amp; Environment</b>	<b>5,937</b>	<b>6,070</b>	<b>6,221</b>	<b>6,376</b>
<b>Economic &amp; Community</b>				
Permanent - Full time	1,584	1,620	1,660	1,702
Permanent - Part time	1,484	1,517	1,555	1,594
Casual	423	432	443	454
<b>Total Economic &amp; Community</b>	<b>3,491</b>	<b>3,569</b>	<b>3,658</b>	<b>3,750</b>
<b>Total staff expenditure</b>	<b>12,409</b>	<b>12,688</b>	<b>13,003</b>	<b>13,329</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Corporate Services</b>				
Permanent - Full time	28.6	28.6	28.6	28.6
Permanent - Part time	2.2	2.2	2.2	2.2
Casual	0.0	0.0	0.0	0.0
<b>Total Corporate Services</b>	<b>30.8</b>	<b>30.8</b>	<b>30.8</b>	<b>30.8</b>
<b>Infrastructure &amp; Environment</b>				
Permanent - Full time	80.4	80.4	80.4	80.4
Permanent - Part time	2.4	2.4	2.4	2.4
Casual	0.3	0.3	0.3	0.3
<b>Total Infrastructure &amp; Environment</b>	<b>83.1</b>	<b>83.1</b>	<b>83.1</b>	<b>83.1</b>
<b>Economic &amp; Community</b>				
Permanent - Full time	17.0	17.0	17.0	17.0
Permanent - Part time	20.3	20.3	20.3	20.3
Casual	5.5	5.5	5.5	5.5
<b>Total Economic &amp; Community</b>	<b>42.8</b>	<b>42.8</b>	<b>42.8</b>	<b>42.8</b>
<b>Total staff numbers</b>	<b>156.7</b>	<b>156.7</b>	<b>156.7</b>	<b>156.7</b>





#### **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

#### **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](mailto:ngshire@ngshire.vic.gov.au)  
Website: [www.ngshire.vic.gov.au](http://www.ngshire.vic.gov.au)